



Agenda Item No: 8.a
Meeting Date: February 3, 2020

SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

**Prepared by: Nadine Atieh Hade,
Finance Director**

**Shibani Nag,
Director of Employee Experience
and Culture**

City Manager Approval: 

TOPIC: INTERIM FINANCIAL UPDATE AND BUDGET AMENDMENTS TO REFLECT OPERATIONAL ACTIVITY; MID-YEAR PERSONNEL CHANGES

**SUBJECT: (1) FIRST FISCAL YEAR 2019-2020 INTERIM FINANCIAL UPDATE
(2) RESOLUTION ADOPTING AMENDMENTS TO THE 2019-2020 BUDGET
(3) MID-YEAR PERSONNEL CHANGES**

RECOMMENDATION: Adopt Resolution

BACKGROUND: The Finance Department performs an ongoing review of the City’s financial performance and provides updates on the General Fund results to the City Council Finance Committee. This report presents the City’s financial condition in the current fiscal year (2019-2020) based on actual revenue and expenditure performance for the period July 1 through December 31, 2019, and budget actions taken through January 21, 2020, as compared to the budget approved by City Council on July 15, 2019.

Based on this review and analysis, revisions are recommended to address the following categories:

- (1) Revenue projections
- (2) Expenditure plan changes

In addition, budget neutral personnel changes are being recommended for mid-year implementation.

The staff recommendations contained in this report were reviewed by the City Council Finance Committee (Mayor Phillips and Councilmember Gamblin) at its January 23, 2020 public meeting.

FOR CITY CLERK ONLY

Council Meeting: _____

Disposition: _____

ANALYSIS:

GENERAL FUND:

Revenues and Other Sources:

There have been no recommended changes to revenue and other funding sources since the budget was approved. Based on the activity of the first six months of the fiscal year, staff is forecasting additional revenues of approximately \$200,000. There are a couple of reasons for this.

First, a portion of this increase is attributed to higher than anticipated sales tax receipts received during the first four months of the fiscal year resulting from the three-month lag time from when the City receives sales tax revenue from the State of California.

Secondly, staff is now forecasting higher than expected revenues, based on the year to date activity of the Community Development Department's plan checks and building permit fees. This is a result of several large projects on the horizon; some which were unexpected and others that were originally budgeted in the last fiscal year but came in this year. These fees are one-time in nature and are not expected to continue into the future. Additionally, these fees are offset by additional expenses as services are provided. This could impact expenses into the next fiscal year as fees collected this year could have services performed into the following fiscal year. Staff may recommend additional adjustments to the revenue and respective expenses related to these activities at year-end as well.

Expenditures and Other Uses:

Due to inflation and high demand in the market, the costs for utilities, construction, contract services and vegetation management costs are continuing to increase at higher than expected rates. While departments are actively working to reduce expenses, the aforementioned costs are integral to maintaining current levels of City services. Furthermore, due to the combination of firefighter vacancies and difficulty in recruiting and hiring firefighter/paramedics, overtime is expected to increase by \$600,000, approximately 20% higher than originally budgeted. This increase is somewhat offset by savings from vacant positions although not a total offset. Staff does not believe it can fully absorb these additional costs in its current budget and is requesting the increase in revenues be allocated towards increasing appropriations in the amount of \$200,000.

Staff expects to end the current fiscal year with a slight deficit. While the City is making reductions to expenses for the current budget period, the trend of expenses increasing at a rate faster than revenues as a result of market inflation continues. At this rate, there will continue to be several City goals that remain underfunded or unfunded, most notably, building maintenance for non-public safety related property, below ground infrastructure maintenance/replacement, and new initiatives. Additionally, if current trends related to revenue growth and expenses continue, the ability for the City to maintain current level of services (i.e., emergency medical response times, etc.) may be at risk.

Operating Results:

With the proposed increase to revenues of \$200,000 offset with the proposed increase to appropriations of \$200,000, the recommended changes have no impact on the operating results of the General Fund.

Table 1 summarizes the status of the General Fund.

Table 1

General Fund	Adopted Budget FY 2019-20	Approved Changes	Current Budget	Proposed Changes	Revised Budget
Revenues	80,282,912	-	80,282,912	200,000	80,482,912
Transfers in	4,701,350		4,701,350	-	4,701,350
FY19-20 Resources	84,984,262	-	84,984,262	200,000	85,184,262
FY18-19 P.O. reserve	-	230,624	230,624	-	230,624
Total Resources	84,984,262	230,624	85,214,886	200,000	85,414,886
Expenditures	78,881,189	-	78,881,189	200,000	79,081,189
P.O. Rollover	-	230,624	230,624	-	230,624
Operating Transfer out	2,000,000	59,439	2,059,439	-	2,059,439
Capital Transfer out (from Measure E to SREF)	4,077,000	-	4,077,000	-	4,077,000
Total Appropriations	84,958,189	290,063	85,248,252	200,000	85,448,252
Net Result	26,073	(59,439)	(33,366)	-	(33,366)

Since fiscal year 19-20 budget adoption, approved changes to the general fund expenditures and transfers out were the incorporation of purchase order commitments of \$230,624 from the previous year and a transfer to the Loch Lomond #10 Community Facilities District Fund of \$57,563 per the engineer’s report approved June 3, 2019 for this fiscal year and an additional \$1,876 charged during the period (column two of Table 1). The approved changes decrease the operating results by \$59,439 in the current budget for the fiscal year.

The changes to General Fund Resources and Appropriations are summarized in Tables I and II of Exhibit I to the attached Resolution.

OTHER FUNDS:

The adopted budgeted appropriations for Other Funds, including carryforward of funds approved in prior years and changes approved since July 1, 2019, total \$83,885,247 (Table 2). These expenditures are primarily in the areas of infrastructure and maintenance (e.g., streets, storm drain and buildings). Key projects contributing to the use of funds are: Public Safety Center, Fire Station 57, and Street Resurfacing.

Proposed changes to the Other Funds revenues, expenditures and transfers are detailed in Table 2:

Table 2

Resources:	
Total proposed changes to revenues/transfers in	
Adaptive Traffic Control System – funds transferred to the Gas Tax Fund (206) to reimburse costs as prior year expenses went through the Gas Tax Fund and should have gone through the Traffic Mitigation Fund as a qualifying project	\$360,168
Uses:	
Library - Additional building improvement and material costs supported by available fund balance in the Library Fund (214)	40,000
Police - Pay off body worn cameras with available fund balance in the Police Equipment Replacement Fund (613)	90,000
Increase in appropriations to the Traffic Mitigation Fund (246) for qualifying projects	502,642
Adaptive Traffic Control System – funds transferred from Traffic Mitigation Fund (246) to reimburse costs as prior year expenses went through the Gas Tax Fund and should have gone through the Traffic Mitigation Fund as a qualifying project	360,168
Total proposed changes to uses/transfers out:	\$992,810
Net proposed changes to Other Funds (Resources less Uses):	(\$632,642)
Expenditures and Transfers out as adopted fiscal year 2019-2020	\$74,917,147
Expenditures and Transfers out as adjusted through Jan 21, 2020	\$83,885,247
Expenditures and Transfers out with proposed changes	\$84,878,057

The net impact of all proposed changes on Other Funds is \$632,642. The changes are comprised of additional appropriations for various traffic mitigation projects, one-time improvements to the Library and the payoff of debt for the Axon police body worn cameras. These proposed changes are all covered by available fund balance that has been accumulating over the last several years specifically for the purpose of projects, equipment and one-time improvements.

Additionally, as part of the Recreation and Library merger, staff recommends moving the After-School Enrichment program from the Recreation Fund (222) to the Child Care Fund (208) as effective January 1, 2020, overall management of the program is moving under the Child Care Program Manager and the program aligns closely with the services provided by the Child Care section. This change has no fiscal impact as it is only a reclassification of revenue and expenses from one fund to another.

Table 3 presents the adopted budget, approved changes and proposed changes to the FY2019-2020 Other Funds budget.

Table 3

Other Funds	Adopted Budget FY 2019-20	Approved Changes	Current Budget	Proposed Changes	Revised Budget
Revenues	47,056,328	-	47,056,328	-	47,056,328
Transfers in	6,248,000	59,439	6,307,439	360,168	6,667,607
FY19-20 Sources	53,304,328	59,439	53,363,767	360,168	53,723,935
FY18-19 Rollover		4,410,231	4,410,231		4,410,231
FY18-19 CIP Carry Over		-	-		-
Total Resources	53,304,328	4,469,670	57,773,998	360,168	58,134,166
Expenditures	70,044,797	8,968,100	79,012,897	632,642	79,645,539
Transfer out	4,872,350	-	4,872,350	360,168	5,232,518
Total Appropriations	74,917,147	8,968,100	83,885,247	992,810	84,878,057
Net Results	(21,612,819)	(4,498,430)	(26,111,249)	(632,642)	(26,743,891)

These proposed changes to Other Fund Sources and Appropriations are presented in Table III of Exhibit I to the attached Resolution.

CITY-WIDE APPROPRIATIONS SUMMARY:

The following table summarizes the impact of the recommended appropriation and transfer out changes across all funds. The approved changes reflect the updates made during the fiscal year by specific staff reports and resolutions approved by Council and a roll forward of prior year projects already approved that span over a period longer than one year.

Table 4

All Funds	Adopted Budget FY 2019-20	Approved Changes	Current Budget	Proposed Changes	Revised Budget
General Fund	84,958,189	290,063	85,248,252	200,000	85,448,252
Other Funds	74,917,147	8,968,100	83,885,247	992,810	84,878,057
Total Expenditures and transfers	159,875,336	9,258,163	169,133,499	1,192,810	170,326,309

Proposed Personnel Changes:

This section of the report seeks Council consideration of recommended personnel actions. Periodically, the Human Resources Department seeks to establish, reallocate, or delete positions to reorganize or restructure staffing to most effectively and efficiently serve the community and city goals. During this mid-year budget review, staff is presenting five (5) reclassifications, and one (1) reduction of an FTE position as a result of departmental reorganization. The information below provides details of staff's proposed recommendations for each department respectively, for Council consideration.

Human Resources Department

The Director of Employee Experience and Culture oversees the Human Resources (HR) Department. The position was hired earlier this year to assess, transform and modernize our human resources service delivery model over time. To help identify short, mid and long-term department priorities, staff partnered with a firm called MRG, public sector human resource consultants, to analyze the department's current state of work processes, policies, and procedures. MRG recommends that the Human Resources team approach the department's long-term redesign in three phases, starting with updating the department's service delivery model and team structure, similar to the approach that led to the recently redesigned Digital Service and Open Government department.

The department has recently focused targeted time and resources towards designing a new service delivery model that will position the department to provide HR services through an internal consultative model. With access to newer technology systems, the department now has an opportunity to reimagine and redesign how the City provides state of the art workforce management services across all internal departments, and to those who seek potential employment with the City. The HR department's work plan for 2020 will set the foundation towards a longer-term vision to create a strategic employee experience and culture model that will incorporate the needs of our changing workforce. HR's redesign efforts will support the City's workplace culture initiative, Together San Rafael. As the City's workplace culture develops over time, this new way of approaching how work is accomplished will create an enhanced experience of employee engagement cross departmentally and cross generationally. This vision also includes a key focus on diversity and inclusion programs and other continuous system improvement efforts. Connecting our internal operations thoughtfully and strategically to Together San Rafael through this work is an effort to bring staff and leadership together to modernize and refresh the way that the City provides services to our community.

The Human Resources Department consists of four full time employees in the following roles: 1) Employee Experience and Culture Director, 2) HR Coordinator, 3) HR Representative I and 4) Administrative Assistant II. The incumbent currently occupying the HR Coordinator role has consistently displayed strong operational leadership, guiding the department's day to day operations and informal oversight of the HR Representative I and Administrative Assistant II. The MRG consultant team conducted a classification and compensation study of the HR Coordinator's current workload and responsibilities and determined that the incumbent is performing higher level work, both technically as well as supervisory responsibilities, thereby qualifying the incumbent for a reclassification to the HR Operations Manager classification being proposed. Bigger picture, having a mid-management level employee within the HR department will create leadership capacity to develop an internal consultative service delivery model.

Staff recommends creating a new, full time, regular HR Operations Manager position, which would be a single class position that will work as a mid-management employee within the HR Department. This action will add one mid-management level position. The job description for the HR Operations Manager position is provided as an attachment to this report. The Local 1 bargaining unit has been noticed of this intent of personnel change and staff will work with Local 1 and meet all requirements of the Meyers Milias Brown Act (MMBA) prior to implementing this change.

The fiscal impact of adding this new position will cost approximately \$41,239 (as shown in Table 5) annually and will be funded by reducing the department's consulting budget, thereby offsetting the total expense for this year and future years.

Table 5. Budget Impact – HR Classification

Re-Classification	FTE	Budget
Delete:		
HR Coordinator (Local 1)	1.0	\$174,210
Add/Reclassify to:		
HR Operations Manager (Mid-Management)	1.0	\$215,449
Net Cost:		\$ 41,239

Funding Sources		
Department Budget		\$ 41,239

Library and Recreation Department

As of July 1, 2019, the Community Services and Library departments officially merged into one department, which was approved by City Council along with the FY 19-20 budget. Since that time, the newly created department has been working collaboratively to integrate its functions and continue evolving its organizational structure. The summary below reflects the next iteration of proposed changes to the departmental organizational chart.

Management Level Proposed Changes:

Since the two departments merged, there was no longer a need for two director level positions. Therefore, in September 2019, City Council approved the deletion of the Library Director position and created the Assistant Library & Recreation Director position. This change resulted in \$39,338 in savings annually. During the Council meeting, staff indicated that this savings would be used to fund forthcoming leadership-level changes that support the integration of the two departments.

Currently, staff are proposing to delete the Community Services Director position and create a new Library & Recreation Director position to oversee both operations. If approved, the current Community Services Director would then be transferred into the newly created Library & Recreation Director position.

Staff conducted a salary survey of similar director level positions in fully integrated Library and Recreation departments. Based on that analysis, the City is recommending setting the Library and Recreation Director salary at 10% above the current Community Service Director pay scale. This increase in compensation would reflect the increased workload due to the expanded scope of work and span of control of approximately an additional 30 FTEs. In addition, staff is proposing to delete the Assistant Library Director position and promote the incumbent into the Assistant Library & Recreation Director position.

Staff Level Proposed Changes:

In September, staff commissioned RGS, a human resources consultant organization, to conduct a classification study on three (3) positions in the Library and Recreation department. Staff identified these three individuals as potentially undertaking roles and responsibilities that more closely align with a different classification than their current classifications. The study recommended the reclassification of all three positions, as summarized below:

- Reclass Childcare Bookkeeper II to Administrative Assistant II
- Reclass Senior Administrative Assistant to Administrative Analyst
- Reclass Circulation Services Supervisor to Supervising Librarian

SEIU has been noticed and supports these reclassifications. Staff also recommends the increase of a 0.75 FTE Librarian II to a 1.0 FTE Librarian II position. Staff is requesting this change in order to increase efficiency in staffing and to better provide consistent service to the community, as this increase in hours will reduce the need for additional temporary staffing. Staff is recommending eliminating a currently vacant Senior Library Assistant position to fund the proposed changes above. SEIU was also noticed about this change and did not have any concerns.

Table 1 below shows the positions that would be deleted and added, along with the total budget impact. Table 2 shows the breakdown of the total cost or savings for management staff as well as within the Library and Child Care divisions.

Table 6: Budget Impact – Library & Recreation

Classification	FTE	Budget
Delete		
Community Services Director	-1.0	-\$253,898
Assistant Library Director	-1.0	-\$233,438
Childcare Bookkeeper II	-1.0	-\$114,933
Senior Administrative Assistant	-1.0	-\$136,914
Circulation Services Supervisor	-1.0	-\$111,529
Librarian II	-0.75	-\$98,337
Sub-Total:	-5.75	-\$949,049
Add		
Library and Recreation Director	1.0	\$277,805
Assistant Library and Recreation Director	1.0	\$243,975
Administrative Assistant II	1.0	\$118,837
Administrative Analyst	1.0	\$141,214
Supervising Librarian	1.0	\$134,654
Librarian II	1.0	\$128,027
Sub-Total:	6.00	\$1,044,512
Net Cost:	0.25	\$95,463

Funding Sources		
Savings from September Council Action		-\$39,338
Eliminate Senior Library Assistant	-1.0	-\$107,775
Sub-Total:	-1.0	-\$147,113
Net Cost:	0.25	\$95,463
NET SAVINGS:	-0.75	-\$51,650

The proposed changes within the Library division will eventually result in savings of approximately \$50,000 annually. The estimated savings for the Fiscal Year 19/20 is \$28,000. Staff will need to utilize this years' savings to offset annual increases to ongoing contracts such as the City/County contract with MarinNet, library security, and others.

Community Development Department

The Community Development Department is currently staffed with twenty-two (22) full time staff positions (FTE). The Planning Division is currently budgeted for six (6) full time FTEs, which includes the Planning Manager (mid-manager), two Senior Planners, two Associate/Assistant Planners (currently recruiting) and a Permit Services Coordinator. The two Senior Planner positions are non-management roles and are represented by the SEIU Local 1021 bargaining unit. The Planning Division has had various organizational structures over the years based on the needs of the department. Prior to 2008, there were two Principal Planner positions overseeing Current Planning and Long Range/Advanced Planning. When the current department director was hired the department changed their structure by replacing the two Principal Planners with a Planning Manager.

Since the Planning Division no longer has a Principal Planner that is responsible for Long-Range/Advanced Planning, the 2040 General Plan preparation and management work is being currently conducted by a contractor and their work will be completed when the General Plan is adopted later this summer.

Following 2040 General Plan adoption, the Community Development department leadership is foreseeing a need for General Plan oversight and active management of its implementation. To fill this need, staff recommends the creation of a Principal Planner position, rather than continue using contractor support. The benefits of this approach include:

- Plan oversight and implementation would be best done by staff that is most familiar with the community and issues; and
- Plan policies and programs will require hands-on knowledge of Current Planning, land development and permit processing. Hiring a contractor with primary expertise in Long-Range/Advanced Planning would not be beneficial to successful Plan implementation and policy interpretation.

Staff recommends that the Principal Planner position be re-activated into the SEIU bargaining unit. If Council approves this recommendation, the department would hold an internal, promotional recruitment to fill the position. Other indirect advantages include allowing for the Planning Manager to fully delegate the Long-Range/Advanced Planning tasks and projects to the Principal Planner allowing the Planning Manager and the Community Development Director the capacity to focus on strategic goals and objectives.

The fiscal impact of this change (assuming a Senior Planner is promoted), is \$26,155 and can be supported by the department funds currently being used for contract work. Staff recommends moving the Principal Planner job classification from the mid-management salary schedule in to a supervisorial position, represented by the SEIU Local 1021 bargaining unit.

Table 7: Budget Impact – Community Development

Re-Classification	FTE	Budget
Delete:		
Senior Planner (SEIU)	1.0	\$174,820
Add/Reclassify to:		
Principal Planner (from Mid-management to SEIU)	1.0	\$200,975
Net Cost:		\$ 26,155
Funding Sources		
Department Budget		\$ 26,155

Digital Services and Open Government

In November, the City moved to a managed service model for day-to-day technology support. The department was able to shift many of the responsibilities to the managed service provider (Xantrion) and administrative needs related to contract management, invoices, and purchasing have shifted to other department managers.

After assessing the new department's changing needs, it was determined that a technology operations manager position was no longer needed. Staff is recommending that the position be deleted from the mid-management salary schedule.

All relevant attachments including job classification/descriptions and salary schedules can be found in the attachments.

RECOMMENDED ACTION: Adopt Resolution.

ATTACHMENTS:

- Resolution with attached Exhibit “I” (Amendment)
- Proposed Personnel Changes
 - 2020 Executive Management Salary Schedule
 - 2020 Mid-Management Salary Schedule
 - 2020 SEIU Local 1021 Salary Schedule
 - 2020 PEU Local 1 Salary Schedule
 - Human Resources Operations Manager Job Description
 - Library and Recreation Director Job Description
 - Principal Planner Job Description

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL ADOPTING AMENDMENTS TO THE 2019-2020 BUDGET

WHEREAS, the City Council approved Resolution No. 14713 adopting the fiscal year 2019-2020 budget; and

WHEREAS, the changes in available funding sources and operational needs require adjustments to some City budgets; and

WHEREAS, existing and anticipated staffing vacancies provide opportunities to address changing personnel needs and, following a review by departments and human resources, have resulted in proposed staffing and position changes; and

WHEREAS, it is the intention of this Council to review recommendations from staff regarding the City's financial and operational condition, including revenue projections, expenditure plan changes, staffing considerations; and

WHEREAS, after examination, deliberation and due consideration, the City Council has approved the staff report and recommendations and directs the City Manager to proceed with the implementation of these recommendations;

NOW, THEREFORE, BE IT RESOLVED, by the San Rafael City Council that Resolution No. 14713 for fiscal year 2019-2020 is amended to increase total general fund revenues to \$80,482,912, general fund expenditures to \$79,311,813, increase other fund expenditures to \$79,645,539 as well as transfers in and transfer out as represented on Exhibit I Table I, II and III attached hereto; These changes result in City-wide General Fund appropriations of \$85,448,252 and other fund appropriations of \$84,878,057 as summarized on Exhibit I Table IV; and

BE IT FURTHER RESOLVED, by the San Rafael City Council that the following personnel actions are approved and authorized:

Effective on or after January 1, 2020 -

- A. Reclassify Bookkeeper II position to an Administrative Assistant II position
- B. Reclassify Senior Administrative Assistant position to Administrative Analyst
- C. Reclassify Circulation Services Supervisor position to Supervising Librarian
- D. Reclassify HR Coordinator position to HR Operations Manager position
- E. Reclassify Senior Planner position to Principal Planner position
- F. Add Library and Recreation Director position
- G. Delete Childcare Bookkeeper II position
- H. Delete Senior Administrative Assistant position
- I. Delete Circulation Supervisor position

I, **LINDSAY LARA**, Clerk of the City of San Rafael, hereby certify that the foregoing resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of said City on Monday, the 3rd of February 2020, by the following vote, to wit:

AYES: COUNCILMEMBERS:
NOES: COUNCILMEMBERS:
ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk

TABLE I
CHANGES TO GENERAL FUND REVENUES AND OTHER SOURCES

General Fund	Adopted Budget FY 2019-20	Approved Changes	Current Budget	Proposed Changes	Revised Budget
Revenues	80,282,912	-	80,282,912	200,000	80,482,912
Transfers in	4,701,350		4,701,350	-	4,701,350
FY19-20 Resources	84,984,262	-	84,984,262	200,000	85,184,262
FY18-19 Rollover		230,624	230,624		230,624
Total Resources	84,984,262	230,624	85,214,886	200,000	85,414,886

TABLE II
CHANGES TO GENERAL FUND EXPENDITURES AND OTHER USES

General Fund	Adopted Budget FY 2019-20	Approved Changes	Current Budget	Proposed Changes	Revised Budget
Expenditures	78,881,189	230,624	79,111,813	200,000	79,311,813
Transfer out	2,000,000	59,439	2,059,439	-	2,059,439
Transfer out-CIP	4,077,000		4,077,000	-	4,077,000
Total Appropriations	84,958,189	290,063	85,248,252	200,000	85,448,252

TABLE III
CHANGES TO OTHER FUND EXPENDITURES AND OTHER USES

Other Funds	Adopted Budget FY 2019-20	Approved Changes	Current Budget	Proposed Changes	Revised Budget
Revenues	47,056,328	-	47,056,328	-	47,056,328
Transfers in	6,248,000	59,439	6,307,439	360,168	6,667,607
FY19-20 Resources	53,304,328	59,439	53,363,767	360,168	53,723,935
FY18-19 Rollover		4,410,231	4,410,231		4,410,231
FY18-19 CIP Carry Over		-	-		-
Total Resources	53,304,328	4,469,670	57,773,998	360,168	58,134,166
Expenditures	70,044,797	8,968,100	79,012,897	632,642	79,645,539
Transfer out	4,872,350	-	4,872,350	360,168	5,232,518
Total Appropriations	74,917,147	8,968,100	83,885,247	992,810	84,878,057
Net Results	(21,612,819)	(4,498,430)	(26,111,249)	(632,642)	(26,743,891)

TABLE IV
CITY-WIDE APPROPRIATION SUMMARY

All Funds	Adopted Budget FY 2019-20	Approved Changes	Current Budget	Proposed Changes	Revised Budget
General Fund	84,958,189	290,063	85,248,252	200,000	85,448,252
Other Funds	74,917,147	8,968,100	83,885,247	992,810	84,878,057
Total Expenditures	159,875,336	9,258,163	169,133,499	1,192,810	170,326,309

**SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT
SALARY SCHEDULE
Effective February 3, 2020**

Grade	Position	A	B	C	D	E
2501	Assistant City Attorney	\$ 11,289	\$ 11,854	\$ 12,446	\$ 13,069	\$ 13,722
2001	Assistant City Manager	\$ 13,354	\$ 14,022	\$ 14,723	\$ 15,459	\$ 16,232
TBD	Library and Recreation Director*	\$ 12,400	\$ 13,020	\$ 13,671	\$ 14,354	\$ 15,072
2300	Community Development Director	\$ 13,028	\$ 13,679	\$ 14,363	\$ 15,081	\$ 15,836
8101	Community Services Director*	\$ 11,272	\$ 11,836	\$ 12,428	\$ 13,049	\$ 13,702
4205	Director of Digital Service & Open Government	\$ 11,805	\$ 12,396	\$ 13,015	\$ 13,666	\$ 14,349
2801	Director of Economic Development & Innovation	\$ 11,805	\$ 12,395	\$ 13,015	\$ 13,666	\$ 14,349
2205	District Manager/Engineer (SRSD)	\$ 11,805	\$ 12,395	\$ 13,015	\$ 13,666	\$ 14,349
2140	Finance Director	\$ 11,805	\$ 12,395	\$ 13,015	\$ 13,666	\$ 14,349
7101	Fire Chief	\$ 13,288	\$ 13,953	\$ 14,651	\$ 15,383	\$ 16,152
1106	Human Resources Director	\$ 11,805	\$ 12,395	\$ 13,015	\$ 13,666	\$ 14,349
6101	Police Chief	\$ 13,288	\$ 13,953	\$ 14,651	\$ 15,383	\$ 16,152
2201	Public Works Director	\$ 13,028	\$ 13,679	\$ 14,363	\$ 15,081	\$ 15,836

*Changes per FY 19/20 Mid-Year Budget review; 2/3/2020 Council action

Position	Monthly Salary
City Manager (Appointed)	\$ 19,686

The City Manager is appointed by the City Council and is not subject to the terms and conditions of the Management Resolution

**SAN RAFAEL UNREPRESENTED MID-MANAGEMENT
SALARY SCHEDULE
Effective February 3, 2020**

Grade	Position	A	B	C	D	E
7315	Accounting Manager	\$ 8,700	\$ 9,135	\$ 9,591	\$ 10,071	\$ 10,575
8106	Assistant Director of Community Services**	\$ 9,470	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510
2400	Assistant Library and Recreation Director	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510	\$ 12,086
2125	Assistant Library Director**	\$ 9,470	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510
2202	Assistant Public Works Director / City Engineer	\$ 11,284	\$ 11,848	\$ 12,440	\$ 13,062	\$ 13,716
2302	Chief Building Official	\$ 10,486	\$ 11,011	\$ 11,561	\$ 12,139	\$ 12,746
4203	Civic Design Manager	\$ 9,470	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510
2122	Code Enforcement Supervisor	\$ 7,217	\$ 7,578	\$ 7,957	\$ 8,355	\$ 8,773
4204	Data & Infrastructure Manager	\$ 10,486	\$ 11,011	\$ 11,561	\$ 12,139	\$ 12,746
1105	Deputy City Attorney I	\$ 9,503	\$ 9,978	\$ 10,477	\$ 11,001	\$ 11,551
1109	Deputy City Attorney II	\$ 10,478	\$ 11,002	\$ 11,552	\$ 12,129	\$ 12,736
2120	Deputy Fire Marshall	\$ 8,925	\$ 9,372	\$ 9,840	\$ 10,332	\$ 10,849
2135	Deputy Public Works Director	\$ 10,251	\$ 10,764	\$ 11,302	\$ 11,867	\$ 12,461
7313	Economic Development Coordinator	\$ 8,612	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,468
2128	Economic Development Manager	\$ 9,470	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510
7117	Emergency Services Manager	\$ 8,402	\$ 8,822	\$ 9,263	\$ 9,727	\$ 10,213
9005	Events Coordinator*	\$ 7,318	\$ 7,684	\$ 8,068	\$ 8,471	\$ 8,895
TBD	Human Resources Operations Manager**	\$ 8,440	\$ 8,862	\$ 9,305	\$ 9,770	\$ 10,259
2208	Operations and Maintenance Manager	\$ 9,201	\$ 9,661	\$ 10,144	\$ 10,652	\$ 11,184
2703	Parking Services Manager	\$ 8,612	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,468
7312	Parks Superintendent	\$ 8,402	\$ 8,822	\$ 9,263	\$ 9,727	\$ 10,213
2116	Planning Manager	\$ 9,644	\$ 10,126	\$ 10,632	\$ 11,164	\$ 11,722
9453	Principal Planner**	\$ 8,612	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,468
1202	Public Works Administrative Manager	\$ 8,611	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,467
8103	Recreation Supervisor	\$ 7,218	\$ 7,578	\$ 7,957	\$ 8,355	\$ 8,773
2206	Senior Civil Engineer (SRSD)	\$ 9,980	\$ 10,479	\$ 11,003	\$ 11,553	\$ 12,130
7317	Senior Code Enforcement Supervisor	\$ 7,966	\$ 8,365	\$ 8,783	\$ 9,222	\$ 9,683
2105	Senior Management Analyst	\$ 8,205	\$ 8,615	\$ 9,046	\$ 9,498	\$ 9,973
2203	Senior Project Manager	\$ 8,644	\$ 9,076	\$ 9,530	\$ 10,007	\$ 10,507
8102	Senior Recreation Supervisor	\$ 7,966	\$ 8,364	\$ 8,783	\$ 9,222	\$ 9,683
7310	Sewer Maintenance Superintendent	\$ 8,402	\$ 8,822	\$ 9,263	\$ 9,727	\$ 10,213
7311	Street Maintenance Superintendent	\$ 8,402	\$ 8,822	\$ 9,263	\$ 9,727	\$ 10,213
2150	Sustainability Program Manager	\$ 6,916	\$ 7,261	\$ 7,624	\$ 8,006	\$ 8,406
4202	Technology Operations Manager**	\$ 11,063	\$ 11,616	\$ 12,197	\$ 12,806	\$ 13,447

*Events Coordinator Y-rated effective 6/1/18; Technology Operations Manager Y-rated effective 12/17/18

**Changes per FY 19/20 Mid-Year Budget review; 2/3/2020 Council action

City of San Rafael
SEIU - SALARY SCHEDULE
Effective February 3, 2020

Grade	Position	A	B	C	D	E
7241	Accountant I	\$ 5,671	\$ 5,955	\$ 6,253	\$ 6,565	\$ 6,894
7240	Accountant II	\$ 5,955	\$ 6,253	\$ 6,566	\$ 6,894	\$ 7,239
7200	Accounting Assistant I	\$ 4,131	\$ 4,337	\$ 4,554	\$ 4,782	\$ 5,021
7201	Accounting Assistant II	\$ 4,550	\$ 4,777	\$ 5,016	\$ 5,267	\$ 5,531
7299	Accounting Technician	\$ 5,673	\$ 5,957	\$ 6,255	\$ 6,567	\$ 6,896
7205	Administrative Analyst	\$ 5,271	\$ 5,534	\$ 5,811	\$ 6,102	\$ 6,407
7211	Administrative Assistant I	\$ 4,282	\$ 4,496	\$ 4,720	\$ 4,956	\$ 5,204
7212	Administrative Assistant II	\$ 4,721	\$ 4,957	\$ 5,205	\$ 5,465	\$ 5,738
7295	Senior Administrative Assistant	\$ 5,083	\$ 5,337	\$ 5,604	\$ 5,884	\$ 6,179
7216	Administrative Assistant to the City Clerk	\$ 5,083	\$ 5,337	\$ 5,604	\$ 5,884	\$ 6,179
7210	Assistant Planner	\$ 5,962	\$ 6,260	\$ 6,573	\$ 6,901	\$ 7,246
7208	Associate Planner	\$ 6,579	\$ 6,908	\$ 7,254	\$ 7,616	\$ 7,997
7217	Building Inspector I	\$ 5,402	\$ 5,672	\$ 5,956	\$ 6,254	\$ 6,567
7218	Building Inspector II	\$ 5,962	\$ 6,260	\$ 6,573	\$ 6,901	\$ 7,247
7475	Building Technician I	\$ 4,659	\$ 4,892	\$ 5,136	\$ 5,393	\$ 5,663
7220	Business License Examiner	\$ 4,777	\$ 5,016	\$ 5,266	\$ 5,530	\$ 5,806
7224	Child Care Bookkeeper I*	\$ 4,131	\$ 4,337	\$ 4,554	\$ 4,782	\$ 5,021
7262	Child Care Bookkeeper II*	\$ 4,550	\$ 4,777	\$ 5,016	\$ 5,267	\$ 5,531
7222	Code Enforcement Official I	\$ 4,328	\$ 4,544	\$ 4,771	\$ 5,010	\$ 5,261
7223	Code Enforcement Official II	\$ 4,775	\$ 5,014	\$ 5,265	\$ 5,528	\$ 5,804
7380	Code Enforcement Official III	\$ 5,671	\$ 5,955	\$ 6,253	\$ 6,565	\$ 6,894
2119	Construction Inspector - SRSD	\$ 5,872	\$ 6,166	\$ 6,474	\$ 6,798	\$ 7,137
7224	Custodian	\$ 4,042	\$ 4,244	\$ 4,457	\$ 4,679	\$ 4,913
4210	Data Analyst I	\$ 6,090	\$ 6,394	\$ 6,714	\$ 7,050	\$ 7,402
4211	Data Analyst II	\$ 6,699	\$ 7,034	\$ 7,385	\$ 7,755	\$ 8,142
4212	Data Analyst III	\$ 7,369	\$ 7,737	\$ 8,124	\$ 8,530	\$ 8,957
7226	Deputy City Clerk	\$ 5,211	\$ 5,471	\$ 5,745	\$ 6,032	\$ 6,334
7120	Emergency Management Coordinator	\$ 4,896	\$ 5,141	\$ 5,398	\$ 5,667	\$ 5,951
7121	Environmental Management Coordinator	\$ 4,896	\$ 5,141	\$ 5,398	\$ 5,667	\$ 5,951
7232	Facility Repair Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7291	Facility Repair Worker I	\$ 4,567	\$ 4,795	\$ 5,035	\$ 5,286	\$ 5,551
7233	Facility Repair Worker II	\$ 5,036	\$ 5,288	\$ 5,552	\$ 5,830	\$ 6,122
7294	Facility Repair Worker III	\$ 5,420	\$ 5,691	\$ 5,976	\$ 6,274	\$ 6,588
7108	Fire Prevention Inspector I	\$ 6,826	\$ 7,168	\$ 7,526	\$ 7,902	\$ 8,298
7107	Fire Prevention Inspector II	\$ 7,525	\$ 7,902	\$ 8,297	\$ 8,712	\$ 9,147
7298	IT Help Desk Supervisor	\$ 6,699	\$ 7,034	\$ 7,385	\$ 7,755	\$ 8,142
7243	Librarian I	\$ 5,225	\$ 5,486	\$ 5,760	\$ 6,048	\$ 6,351
7244	Librarian II	\$ 5,488	\$ 5,763	\$ 6,051	\$ 6,353	\$ 6,671
2404	Library Aide	\$ 2,504	\$ 2,630	\$ 2,761	\$ 2,899	\$ 3,044
7246	Library Assistant I	\$ 3,440	\$ 3,612	\$ 3,793	\$ 3,982	\$ 4,181
7247	Library Assistant II	\$ 3,890	\$ 4,085	\$ 4,289	\$ 4,504	\$ 4,729
7248	Library Circulation Supervisor*	\$ 4,974	\$ 5,223	\$ 5,484	\$ 5,758	\$ 6,046

2405	Library Tech Services Supervisor	\$ 4,974	\$ 5,223	\$ 5,484	\$ 5,758	\$ 6,046
7292	Literacy Program Supervisor	\$ 6,055	\$ 6,358	\$ 6,676	\$ 7,009	\$ 7,360
7249	Mail and Stores Clerk	\$ 3,700	\$ 3,885	\$ 4,079	\$ 4,283	\$ 4,497
7255	Network Analyst	\$ 6,091	\$ 6,395	\$ 6,715	\$ 7,051	\$ 7,403
7274	Network Support Technician	\$ 4,659	\$ 4,892	\$ 5,136	\$ 5,393	\$ 5,663
7285	Office Assistant I	\$ 3,523	\$ 3,699	\$ 3,884	\$ 4,079	\$ 4,283
7284	Office Assistant II	\$ 3,980	\$ 4,179	\$ 4,388	\$ 4,607	\$ 4,838
7256	Park Equipment Mechanic	\$ 5,290	\$ 5,554	\$ 5,832	\$ 6,124	\$ 6,430
7257	Parking Attendant I	\$ 2,017	\$ 2,118	\$ 2,224	\$ 2,335	\$ 2,452
7275	Parking Attendant II	\$ 2,221	\$ 2,332	\$ 2,449	\$ 2,572	\$ 2,700
6208	Parking Enforcement Officer	\$ 4,921	\$ 5,167	\$ 5,425	\$ 5,696	\$ 5,981
6212	Parking Equipment Technician	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
6209	Parking Maintenance & Collections	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
6211	Parking Operations Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,449	\$ 7,822
7258	Parks & Graffiti Worker	\$ 4,246	\$ 4,458	\$ 4,681	\$ 4,915	\$ 5,161
2123	Parks Lead Maintenance Worker	\$ 5,420	\$ 5,691	\$ 5,976	\$ 6,274	\$ 6,588
7271	Parks Maintenance Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7236	Parks Maintenance Worker I	\$ 4,458	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419
7238	Parks Maintenance Worker II	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
7296	Permit Services Coordinator	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7261	Planning Technician	\$ 4,659	\$ 4,892	\$ 5,136	\$ 5,393	\$ 5,663
9453	Principal Planner*	\$ 8,612	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,468
7234	Printing Press Operator	\$ 4,607	\$ 4,837	\$ 5,079	\$ 5,333	\$ 5,600
1201	Program Coordinator	\$ 4,896	\$ 5,141	\$ 5,398	\$ 5,667	\$ 5,951
7290	Public Works Dispatcher	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
7263	Revenue Supervisor	\$ 7,236	\$ 7,598	\$ 7,978	\$ 8,377	\$ 8,795
2309	Senior Building Inspector	\$ 7,077	\$ 7,431	\$ 7,802	\$ 8,193	\$ 8,602
7219	Senior Building Technician	\$ 5,403	\$ 5,673	\$ 5,956	\$ 6,254	\$ 6,567
7265	Senior Library Assistant	\$ 4,086	\$ 4,290	\$ 4,504	\$ 4,730	\$ 4,966
7264	Senior Planner	\$ 7,445	\$ 7,818	\$ 8,208	\$ 8,619	\$ 9,050
2204	Sewer Lead Maintenance Worker	\$ 5,977	\$ 6,275	\$ 6,589	\$ 6,919	\$ 7,265
7266	Sewer Maintenance Worker I	\$ 4,797	\$ 5,037	\$ 5,288	\$ 5,553	\$ 5,830
7267	Sewer Maintenance Worker II	\$ 5,162	\$ 5,420	\$ 5,691	\$ 5,976	\$ 6,274
7281	Sewers Supervisor	\$ 6,756	\$ 7,094	\$ 7,449	\$ 7,821	\$ 8,212
7269	Shop & Equipment Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7280	Street Lead Maintenance Worker	\$ 5,420	\$ 5,691	\$ 5,976	\$ 6,274	\$ 6,588
7209	Street Maintenance Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7250	Street Maintenance Worker I	\$ 4,458	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419
7251	Street Maintenance Worker II	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
7283	Street Sweeper Operator	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690	\$ 5,975
7245	Supervising Librarian	\$ 6,055	\$ 6,358	\$ 6,676	\$ 7,009	\$ 7,360
8523	Supervising Parking Enforcement Officer	\$ 5,534	\$ 5,810	\$ 6,101	\$ 6,406	\$ 6,726
7288	Supervising Vehicle/Equipment Mechanic	\$ 5,693	\$ 5,977	\$ 6,276	\$ 6,590	\$ 6,920
7286	Vehicle/Equipment Mechanic I	\$ 4,797	\$ 5,037	\$ 5,288	\$ 5,553	\$ 5,831
7287	Vehicle/Equipment Mechanic II	\$ 5,290	\$ 5,554	\$ 5,832	\$ 6,123	\$ 6,430
2131	Volunteer Program Assistant	\$ 4,721	\$ 4,957	\$ 5,205	\$ 5,465	\$ 5,738

*Change per FY 19/20 Mid-Year Budget review; 2/3/2020 Council action

**PEU LOCAL 1 - CONFIDENTIAL
SALARY SCHEDULE
Effective February 3, 2020**

Grade	Position	A	B	C	D	E
7122	ADMIN ASST I (CONFIDENTIAL)	\$4,367	\$4,585	\$4,815	\$5,055	\$5,308
7123	ADMIN ASST II (CONFIDENTIAL)	\$4,815	\$5,056	\$5,308	\$5,574	\$5,853
7215	ADMIN ASSISTANT TO THE CM	\$5,586	\$5,865	\$6,158	\$6,466	\$6,790
7207	ADMIN ASST TO THE CHIEF OF POLICE	\$4,938	\$5,185	\$5,444	\$5,716	\$6,002
2106	ASSOCIATE MANAGEMENT ANALYST	\$5,491	\$5,765	\$6,054	\$6,356	\$6,674
2127	HUMAN RESOURCES COORDINATOR	\$6,613	\$6,943	\$7,290	\$7,655	\$8,038
2109	HUMAN RESOURCES REPRESENTATIVE I	\$5,457	\$5,730	\$6,017	\$6,318	\$6,634
2110	HUMAN RESOURCES REPRESENTATIVE II	\$6,012	\$6,312	\$6,628	\$6,960	\$7,307
7242	LEGAL ASSISTANT I	\$5,586	\$5,865	\$6,158	\$6,466	\$6,790
9205	LEGAL ASSISTANT II	\$6,155	\$6,463	\$6,786	\$7,125	\$7,482
7204	MANAGEMENT ANALYST	\$6,040	\$6,342	\$6,660	\$6,992	\$7,342
7203	PAYROLL TECHNICIAN	\$5,673	\$5,957	\$6,255	\$6,567	\$6,896
7316	PRINCIPAL ACCOUNTANT	\$7,394	\$7,763	\$8,151	\$8,559	\$8,987
2136	SENIOR ADMIN ASST (CONFIDENTIAL)	\$5,184	\$5,443	\$5,716	\$6,001	\$6,301
2130	SENIOR ACCOUNTANT	\$6,587	\$6,917	\$7,263	\$7,626	\$8,007

***Change per FY 19/20 Mid-Year Budget review; 2/3/2020 Council action*

**City of San Rafael
Job Class Specification**

Job Title: Human Resources Operations Manager

SUMMARY:

To manage and direct a division and/or assist the Human Resources Director in managing the day to day functions of the Human Resources Department in the areas of recruitment and retention, classification, compensation, training, benefits, labor relations and workers' compensation programs; performs highly complex managerial and professional level work in the implementation of the Human Resources goals and objectives; perform related work as directed.

SUPERVISION RECEIVED AND EXERCISED:

Receives general direction from the Human Resources Director. Supervises professional, technical and support staff assigned to the department.

CLASS CHARACTERISTICS:

This single position class will be assigned to oversee all day to day Human Resources functions including full responsibility in benefit administration and assistance to the Human Resources Director in Employee and Labor Relations functions. This class is distinguished from the Human Resources Director in that the latter has the overall management responsibility for all personnel services, activities and functions.

EXAMPLES OF RESPONSIBILITIES AND DUTIES responsibilities and duties may include, but are not limited to the following:

- Assists in the development and implementation of goals, objectives, policies, procedures and work standards for the department; assists in administering the department's budget.
- Plans, organizes, administers, reviews and evaluates the activities of professional and technical support staff. Assist the Human Resources Director in employee relations and labor negotiations.
- Confers with City employees regarding personnel, employee relations, or related activities or problems and may assist the Director in conferring with supervisors and managers on the same matters.
- Prepare complex written reports and make presentations to the City Council as required.
- Assists the Director in managing the training program for the City in assessing training needs and in developing programs to enhance the skill and performance level of employees.
- Selects assigned staff and provides for their training and professional development; interprets City policies and procedures to employees.
- Directs and conducts analytical studies; develops and reviews reports of findings, alternatives and recommendations.
- Helps in preparing the department's annual operating budget; monitors expenditures to ensure that the department operates within the allocated budget.
- Oversees the recruitment testing and certification program for the City; reviews and approves recruitment and examination plans for open and promotional recruitments using

established guidelines and authorities; works with subordinate staff to design and implement appropriate internal procedures to assure that the recruitment, testing and certification meet accepted standards.

- Periodically review and evaluates established recruitment and selection procedures and recommends and implements changes when required.
- Manages and directs the City's employee benefits program including leave management programs; negotiates with insurance carriers on rates and coverage; works with insurance brokers to obtain the best rates and coverage for a variety of products; monitors industry trends and recommends strategies to the Human Resources Director dealing with cost and quality.
- Participate in labor relations activities, including contract negotiations, meet and confer sessions and meet and consult sessions.
- Serve as HR lead regarding Information Systems/Technological management; explore the application of new human resource technologies to the division's function and programs and recommends the acquisition of technologies when appropriate.
- May be required to conduct investigations into discrimination complaints and make recommendations for resolving complaints; coordinates city response to state and federal enforcement agencies when required.

KNOWLEDGE OF:

- The principles, practices and techniques of personnel assessment and employment testing including, but not limited to the Uniform Guidelines on Employee Selection Procedures; the Standards for Educational and Psychological Testing and other authorities.
- The principles, practices and techniques of position classification and compensation management.
- Principles, practices and technique of program analysis.
- Pertinent Federal, State and local laws, codes and regulations dealing with the employment process.
- The principles, practices and techniques of employment benefit management.
- The principles, practices and techniques of employee evaluation and performance management programs and employee counseling.

ABILITY TO:

- Resolve complex personnel management issues in a constructive manner.
- Plan, direct and supervise the work of professional, technical and support staff; develop work plans and monitor job performance; conduct performance reviews.
- Prepare complex written reports in a clear and precise manner.
- Analyze data and develop appropriate conclusions.
- Make public presentations before the City Council and other authorities.
- Maintain cooperative and constructive relationships with the position's stakeholders.
- Apply rules, regulations, labor agreements, state and federal laws to complex personnel management problems.
- Use a variety of computer applications to manage information.

MINIMUM QUALIFICATIONS:

Sufficient education, training and/or work experience to demonstrate possession of the following knowledge, skills and abilities which would typically be acquired through:

Possession of a bachelor's degree with major course work in business or public administration, industrial relations, human resources management or a closely related field and five years of professional experience in public administration required, including two years of direct supervision preferably in a public agency. A Master's degree in Human Resources Management, Public Administration or a related field is preferred.

FLSA Status: Exempt
Prepared By: MRG Consulting / City of San Rafael
Prepared Date: February 2020
Approved Date:

City of San Rafael
Job Class Specification

Job Title: Library and Recreation Director

SUMMARY:

Directs the City's library, recreation, arts and childcare programs and facilities.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed while in other cases related duties may also be assigned.

- Provides administrative oversight to the Library and Recreation Department.
- Develops and administers department-wide policies and procedures. Interprets and applies City policies, procedures, rules and regulations.
- Directs, oversees and participates in the development of the Department's work plan to include long-range plans to meet community needs.
- Plans and directs the design and development of new programs and facilities and improvements to existing programs and facilities.
- Assigns work activities, projects and programs; monitors workflow; reviews and evaluates work products, methods and procedures.
- Supervises and participates in the development and administration of the Library and Recreation budget. Directs the forecast of additional funds needed for staffing, equipment, materials and supplies. Monitors and approves expenditures and implements mid-year adjustments.
- Serves as the appointing authority for the department, selecting, hiring, evaluating and disciplining staff. Oversees ongoing staff development.
- Analyzes problems, identifies alternative solutions, projects consequences of proposed actions and implements recommendations in support of department and City goals.
- Conducts research, prepares and presents reports to the City Manager, City Council, the Parks and Recreation Commission, the Board of Library Trustees, and the Measure D Committee.
- Develops programs to encourage community participation regarding parks, recreation and libraries.
- Performs related duties as required.

KNOWLEDGE OF:

- Principles, practices and methods used in recreation, library, arts and childcare administration and management.
- Principles and practices of program and facility design and maintenance.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs, policies and operational needs.
- Principles and practices of organization, administration and personnel management.

- Principles and practices of budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- PCs and related software.

ABILITY TO:

- Plan, direct and control the administration and operations of the Library and Recreation department.
- Develop short, intermediate and strategic plans.
- Develop and implement department policies and procedures.
- Successfully develop, control and administer departmental budget and expenditures.
- Analyze budget and technical reports, forecast trends and estimate costs.
- Know and interpret laws, regulations, codes and procedures.
- Plan programs, facilities and renovations.
- Promote and market library and recreation activities and events.
- Supervise, train and evaluate assigned personnel.
- Manage a large staff of full and part-time employees.
- Problem solve department related issues.
- Gain cooperation through discussion and persuasion.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the course of work.

EDUCATION and/or EXPERIENCE:

Any combination of education and experience that demonstrates possession of the requisite knowledges, skill and abilities. A typical way to obtain these would be a bachelor's degree in recreation administration, library science, public administration, or related field, and seven years of experience in municipal recreation administration including a senior supervisory and management role with budget and revenue generation experience. A Master's Degree is desirable.

CERTIFICATES, LICENSES, REGISTRATIONS:

Must possess and maintain a valid California Class C driver's license and have a satisfactory driving record. Maintenance of a valid California driver's license is a condition of employment.

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.

While performing the duties of this job, the employee is regularly required to stand, walk, and talk or hear. The employee frequently is required to sit; use hands to finger, handle, or feel; and reach with hands and arms. The employee must regularly lift and/or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job

include close vision, distance vision, peripheral vision, depth perception, and 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 is frequently exposed to video display and outdoors weather conditions and frequently works in evenings or weekends and inside environmental conditions. The employee occasionally works with use of personal vehicle. The noise level in the work environment is usually moderate.

Prepared By:	Catherine Quffa/Susan Andrade-Wax
Prepared Date:	August 2019
Bargaining Unit:	Unrepresented Executive Management
Exempt Status:	Exempt
Approved:	

**City of San Rafael
Job Class Specification**

Job Title: Principal Planner

SUMMARY:

This position is a lead Supervisor, non-mid-management-level position committed to seeking innovative solutions, fostering cross-department partnerships and modeling an inclusive and supportive environment. The position performs a variety of management and complex planning functions which may include the supervision of either the Current or Long-Range Planning sections of the Planning Division and/or as a cross department co-lead for special projects related to permit services improvement programs. Supervises subordinate members of the Planning Division.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed while in other cases related duties may also be assigned.

- Plans, organizes, and directs the overall work activities of the long-range planning, current planning, and/or permit service programs.
- Reviews and evaluates the job performance of subordinate personnel, identifies professional development needs, and provides training as needed.
- Oversees the review and analysis of development proposals or planning studies, including participation in more complex and major projects.
- Interprets, implements, and enforces the General Plan, zoning codes, and other codes related to the maintenance of community standards.
- Make presentations on planning background recommendations before the Design Review Board, Planning Commission, City Council, community groups and organizations.
- Works with other City departments and governmental jurisdictions in coordinating the division's programs and projects.
- Conducts research and analysis of land use and related issues. Prepares environmental review documents. Prepares written reports.
- Supervises a professional and clerical planning staff.
- Solicit, select, contract with and manage consulting contracts.
- Produces and/or Coordinates public events, committee meetings, and community workshops.
- Assists the Director with budget preparation and manages the section's budget.
- Assigns new project applications, monitors/manages workload, creates procedures and guidelines to improve permitting process.
- Serves as lead advisor to the Planning Commission. Coordinates the agenda for Planning Commission meetings.
- Performs related duties as required.

KNOWLEDGE OF:

- Principles, methods and practices of urban planning and zoning administration
- California Planning Law, Environmental Quality Act and Subdivision Map Act
- Principles and practices of effective organizations
- Principles of supervision/and emerging trends in effective supervision
- Current and Long-Range Planning.

ABILITY TO:

- Plan, organize and coordinate section personnel, programs and project
- Formulate and implement administrative procedures
- Collect, analyze, interpret and apply complex zoning and planning data.
- Make effective decisions regarding planning and zoning.
- Communicate effectively, orally and in writing.
- Plan for and facilitate effective community meetings.
- Work effectively with the public, community groups, boards and commissions, other City personnel and governmental jurisdictions.
- Ability to attend evening meetings.

EDUCATION AND/OR EXPERIENCE:

Any combination of education and experience that demonstrates possession of the requisite knowledges, skill and abilities. A typical way to obtain these would be:

- AICP Certification or Masters in planning; and
- five years municipal planning experience including two years in a lead or supervisory position.

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. While performing the duties of this job, the employee is regularly required to stand, walk, sit, and talk or hear. The employee frequently is required to use hands to finger coordination, handle, or feel and reach with hands and arms. The employee is occasionally required to climb or balance and stoop, kneel, crouch, or crawl. The employee must regularly lift and/or move up to 10 pounds and 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 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 is regularly exposed to video display and regularly works in inside environmental conditions. The employee is occasionally exposed to outdoor weather conditions and occasionally works in evenings or weekends and occasionally works with use of personal vehicle. The noise level in the work environment is usually quiet.

FLSA Status: Non-exempt
Prepared By: City of San Rafael
Prepared Date: February 2020
Approved Date: