



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

**Department: Human Resources**

**Prepared by: Cristine Alilovich, Assistant City Manager**      **City Manager Approval:** 

**TOPIC:            JOB CLASSIFICATION AND COMPENSATION ADJUSTMENTS IN THE HUMAN RESOURCES DEPARTMENT**

**SUBJECT:        ADOPT RESOLUTION APPROVING THE NEW CLASSIFICATION AND COMPENSATION OF ADMINISTRATIVE SERVICES DIRECTOR**

**RECOMMENDATION:**

Adopt the Resolution deleting the Human Resources Director position and approving the creation of an Administrative Services Director classification.

**BACKGROUND:**

The Human Resources (HR) Director position has been filled with an interim experienced consultant and former municipal HR Director whose contract will expire at the end of 2021. Prior to refilling the HR director position, staff conducted a needs assessment to determine the ideal organization design/structure to provide the best services to other City departments and the community.

**ANALYSIS:**

During the organizational assessment, one of the key challenges identified in both the HR and Finance departments is having the capacity to strategically redesign and the implement best practice improvements to the services both departments provide. The world of traditional government human resources has evolved from focusing on compliance and “hire to retire” processing, to a focus on employee engagement, diversity, equity and inclusion, and supporting a learning organization. The HR director level position has proven extremely difficult to recruit for and other local government agencies are facing the same challenge.

Additionally, there is significant overlap between the functions of the HR and Finance departments, therefore having an executive level position that will work on integrating the two departments will increase collaboration and efficiencies.

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**FOR CITY CLERK ONLY**

**Council Meeting:**

**Disposition:**

Staff recommends creating an Administrative Services Director position to provide strategic oversight for both the Finance and Human Resources departments. All relevant attachments including the job description and updated salary schedule can be found in the attachments to this staff report.

**FISCAL IMPACT:**

By deleting the Human Resources Director position and adding an Administrative Service Director, the headcount remains the same and the proposed position would have a total compensation cost increase of approximately \$23,000. The increase in cost would be offset by budget reductions in other areas such as temp help and consultant fees, thus requiring no changes to the budget.

**OPTIONS:**

The City Council has the following options to consider in this matter:

- Approve the Resolution as submitted.
- Request changes to the recommendations.
- Direct staff to develop alternatives to the recommendation.

**RECOMMENDED ACTION:**

Adopt the Resolution approving the creation of an Administrative Services Director classification and salary range.

**ATTACHMENTS:**

1. Resolution Approving a New Classification and Compensation of Administrative Services Director
2. Administrative Services Director Job Specification
3. Executive Management Salary Schedule

**RESOLUTION NO.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL  
APPROVING THE NEW CLASSIFICATION AND COMPENSATION  
OF ADMINISTRATIVE SERVICES DIRECTOR**

**WHEREAS**, the City must, from time to time, add or otherwise adjust job classifications, job specifications and/or compensation in order to satisfy the changing needs and demands of the workforce and to more closely match the tasks which need to be performed by employees in the City's various departments; and

**WHEREAS**, staff recommends reclassifying the HR Director classification to an Administrative Services Director classification to provide strategic oversight to both the HR And Finance departments; and

**WHEREAS**, the proposed class specification for the Administrative Services Director position was created and is attached hereto; and

**WHEREAS**, the Administrative Services Director will oversee both the Human Resources and Finance departments;

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of San Rafael hereby approves the recommended personnel compensation and classification changes per the Executive Management Salary Schedule included with the Staff Report for this Resolution.

**I, Lindsay Lara**, Clerk of the City of San Rafael, hereby certify foregoing resolution was duly and regularly introduced and adopted at a regular meeting on the City Council of said City held on Monday, the 6<sup>th</sup> day of December 2021, by the following vote to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

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LINDSAY LARA, City Clerk

**City of San Rafael  
Job Class Specification**

## **Job Title: Administrative Services Director**

### **SUMMARY**

Plan, direct, manage, and oversee the activities and operations of the Administrative Services Department including functions such as financial reporting, general accounting, payroll, budget preparation, debt administration, treasury function, business licensing, human resources, recruiting, employee training and professional development, performance management, risk management, equal employment opportunity, employee benefits, payroll processing, employee engagement and labor relations. This position will provide complex professional assistance to the Assistant City Manager and the City Manager for assigned areas of responsibilities, and will perform additional related duties as assigned, and act as a member of the City Manager's management team.

The Administrative Services Director will be well versed in all aspects of municipal finance and display a solid working knowledge of sound public sector human resource policies and practices.

### **DISTINGUISHING CHARACTERISTICS**

This is an exempt, executive level position in the Administrative Services Department. Administrative direction is provided by the Assistant City Manager and City Manager; responsibilities include the direct supervision over professional, management, technical and administrative support personnel.

Serves as a member of the City executive team with responsibilities for establishing and overseeing programs and policies that affect multiple departments and the City as a whole. Approves and has final responsibility for all written and other types of presentations to the City Council. Demonstrates professional competence while working as a team member and exercises independent judgment in a number of confidential and sensitive areas. Duties and responsibilities are performed in accordance with municipal codes, ordinances, City policy, federal, and state regulating entities.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:** may include, but are not limited to, the following:

- Assume full management responsibility for all Administrative Services Department services and activities including financial reporting, general accounting, payroll, budget preparation, revenue management, debt administration, treasury function, business licensing, recruiting, employee training and professional development, performance management, risk management, equal employment opportunity, employee benefits, payroll processing, employee engagement and labor relations.
- Make presentations before various groups, including City Council, Commissions, and professional and public meetings, as needed.

- Build and maintain respectful and positive working relationships with staff, supervisors, outside agencies and the public using principles of good customer service; provide effective conflict resolution.
- Direct, oversee and participate in the development of the Department's work plan, assigns work activities, projects and programs, monitors workflow, reviews and evaluates work products, methods and procedures; meet with key staff to identify and resolve problems.
- Recommends and supports the implementation of administrative, organizational and policy improvements with departments that have City-wide implications.
- Directs the preparation and assembly of the budget documents, financial reports (including the Comprehensive Annual Financial Report (CAFR)), and analyses for accounting and operational management purposes, including periodic budget status reports.
- Oversee the City's cash management and investment program in accordance with applicable State law and the City's investment policies.
- Provide advice and recommendations regarding City financial affairs to the City Council and executive management.
- Directs the administration of human resource policies, practices, and procedures; advise employees, supervisors, and managers in their interpretation; recommend new or revised policies and procedures to department directors, City Manager's Office, and employee associations.
- Oversee risk management functions, including workers' compensation and liability programs, recommending policy and funding changes related to claims administration, claims management, reserving practices, and significant settlements.
- Oversee the employee benefits program; recommend and negotiate changes; consult with brokers and actuaries; recommend funding options to the City Manager.
- Oversee recruiting, testing, selection, classification, and compensation activities; review and negotiate changes.
- Oversee the equal opportunity program and diversity, equity and inclusion initiatives of the City, in collaboration with the City Manager's Office.
- Develop employee professional development programs for the purpose of improving employee performance and engagement.
- Achieve and maintain mutually beneficial labor/management partnerships, and collaborate with employee associations, their leadership, business representatives, and legal counsel to resolve employee and labor relations issues, including contract interpretation, problem solving, and complaint and grievance resolution.
- Lead the City's labor negotiating team and oversee the administration of resulting collective bargaining agreements.
- Model appropriate professional management conduct; maintain appropriate confidentiality of sensitive information; comply with and support City policies and procedures, labor laws, and MOU provisions.

## **KNOWLEDGE AND ABILITIES:**

- Principles and practices of government finance, including financial reporting, general accounting, payroll, budget preparation, revenue management, debt administration, treasury function, business licensing and purchasing.
- Principles and practices of public human resources administration, including methods and techniques used in labor relations, negotiations, recruitment and selection, testing, classification and pay, salary and benefits administration, training, and equal employment opportunity.
- Administrative principles and practices, including strategic goal setting and program development, implementation, and evaluation, and supervision of staff.
- Public agency budget development, contract administration, City-wide administrative practices, and general principles of risk management related to the functions of the assigned area.
- Organizational and management practices as applied to the analysis and evaluation of projects, programs, policies, procedures, and operational needs, principles, and practices of municipal government administration.
- Applicable Federal, State and local laws, regulatory codes, ordinances, and procedures relevant to assigned areas of responsibility.
- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- Methods and techniques for the development of presentations, contract negotiations, business correspondence, and information distribution; research and reporting methods, techniques, and procedures.
- Modern office practices, methods, and computer equipment and computer applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for providing a high level of customer service using human centered design principles.

## **ABILITY TO:**

- Develop and implement strategic goals, objectives, policies, procedures, work standards, and internal controls for the department and assigned areas program areas.
- Provide administrative and professional leadership and direction for the department and the City.
- Prepare and administer complex budgets; allocate limited resources in a cost-effective manner.
- Interpret, apply, explain, and ensure compliance with Federal, State, and local policies, procedures, laws, and regulations.
- Plan, organize, direct and coordinates the work of management, supervisory, professional, and technical personnel, delegate authority and responsibility.
- Select, train, motivate and evaluate the work of staff and train staff in work procedures.
- Research, analyze and evaluate new service delivery methods, procedures, and techniques.
- Conduct effective negotiations and effectively represent the City and the department in meetings and governmental agencies, contractors, vendors, and various businesses, professional, regulatory, and legislative organizations.

- Prepare clear and concise reports, correspondence, policies, procedures, and other written materials.
- Conduct complex research project, evaluate alternatives, make sound recommendations, and prepare effective technical staff reports.
- Use tact, initiative, prudence and independent judgement within general policy, procedural and legal guidelines.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

## **EDUCATION AND/OR EXPERIENCE**

Any combination of experience and education that would likely provide the required knowledge and abilities. A typical way to obtain the knowledge and abilities would be:

Education - Equivalent to a bachelor's degree from an accredited college or university with major course work in directly related fields such as business or public administration. A Master's Degree in public administration or public policy is preferred. Possession of a CPA is desirable.

Experience - Seven years of increasingly responsible experience in finance, accounting, human resources; including five years of management level responsibility. Experience working for or consulting with a municipal or public agency is highly desirable.

License or Certificate – Possession of a valid California driver's license and a satisfactory driving record.

## **SPECIAL REQUIREMENTS:**

- Possession of a valid California Driver's License

## **WORK ENVIRONMENT:**

- Work in an office environment; sustained posture in a seated position for prolonged periods of time.

FLSA Status: Exempt

Prepared By: HR Department

Prepared Date: November 2021

Approved By: City Council

Approved Date: Approved \_\_\_\_\_

**SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT  
SALARY SCHEDULE**  
**Effective December 6, 2021**

Grade	Position	A	B	C	D	E
TBD	Administrative Services Director	\$ 13,910	\$ 14,606	\$ 15,336	\$ 16,103	\$ 16,908
2501	Assistant City Attorney	\$ 12,035	\$ 12,637	\$ 13,268	\$ 13,932	\$ 14,628
2001	Assistant City Manager	\$ 14,305	\$ 15,020	\$ 15,771	\$ 16,560	\$ 17,387
2300	Community Development Director	\$ 13,888	\$ 14,583	\$ 15,312	\$ 16,078	\$ 16,881
4205	Director of Digital Service & Open Government	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2801	Director of Economic Development & Innovation	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2205	District Manager/Engineer (SRSD)	\$ 12,585	\$ 13,214	\$ 13,875	\$ 14,568	\$ 15,297
2140	Finance Director	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
7101	Fire Chief	\$ 14,235	\$ 14,946	\$ 15,694	\$ 16,478	\$ 17,302
1106	Human Resources Director	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2406	Library and Recreation Director	\$ 13,283	\$ 13,947	\$ 14,644	\$ 15,376	\$ 16,145
6101	Police Chief	\$ 14,235	\$ 14,946	\$ 15,694	\$ 16,478	\$ 17,302
2201	Public Works Director	\$ 13,956	\$ 14,653	\$ 15,386	\$ 16,155	\$ 16,963

Position	Monthly Salary
City Manager (Appointed)	\$ 20,987



**SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT  
SALARY SCHEDULE**  
Effective July 1, 2022

Grade	Position	A	B	C	D	E
TBD	Administrative Services Director	\$ 14,467	\$ 15,190	\$ 15,949	\$ 16,747	\$ 17,584
2501	Assistant City Attorney	\$ 12,456	\$ 13,079	\$ 13,733	\$ 14,419	\$ 15,140
2001	Assistant City Manager	\$ 14,877	\$ 15,621	\$ 16,402	\$ 17,222	\$ 18,083
2300	Community Development Director	\$ 14,375	\$ 15,093	\$ 15,848	\$ 16,640	\$ 17,472
4205	Director of Digital Service & Open Government	\$ 13,152	\$ 13,809	\$ 14,500	\$ 15,225	\$ 15,986
2801	Director of Economic Development & Innovation	\$ 13,151	\$ 13,809	\$ 14,499	\$ 15,224	\$ 15,986
2205	District Manager/Engineer (SRSD)	\$ 13,025	\$ 13,676	\$ 14,360	\$ 15,078	\$ 15,832
2140	Finance Director	\$ 13,151	\$ 13,809	\$ 14,499	\$ 15,224	\$ 15,986
7101	Fire Chief	\$ 14,804	\$ 15,544	\$ 16,321	\$ 17,137	\$ 17,994
1106	Human Resources Director	\$ 13,151	\$ 13,809	\$ 14,499	\$ 15,224	\$ 15,986
2406	Library and Recreation Director	\$ 13,814	\$ 14,505	\$ 15,230	\$ 15,991	\$ 16,791
6101	Police Chief	\$ 14,804	\$ 15,544	\$ 16,321	\$ 17,137	\$ 17,994
2201	Public Works Director	\$ 14,514	\$ 15,239	\$ 16,001	\$ 16,801	\$ 17,642

Position	Monthly Salary
City Manager (Appointed)	\$ 21,721

**SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT  
SALARY SCHEDULE  
Effective July 1, 2023**

Grade	Position	A	B	C	D	E
TBD	Administrative Services Director	\$ 15,045	\$ 15,798	\$ 16,587	\$ 17,417	\$ 18,288
2501	Assistant City Attorney	\$ 12,892	\$ 13,537	\$ 14,214	\$ 14,924	\$ 15,670
2001	Assistant City Manager	\$ 15,472	\$ 16,246	\$ 17,058	\$ 17,911	\$ 18,806
2300	Community Development Director	\$ 14,878	\$ 15,621	\$ 16,403	\$ 17,223	\$ 18,084
4205	Director of Digital Service & Open Government	\$ 13,678	\$ 14,362	\$ 15,080	\$ 15,834	\$ 16,625
2801	Director of Economic Development & Innovation	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625
2205	District Manager/Engineer (SRSD)	\$ 13,481	\$ 14,155	\$ 14,863	\$ 15,606	\$ 16,386
2140	Finance Director	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625
7101	Fire Chief	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823	\$ 18,714
1106	Human Resources Director	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625
2406	Library and Recreation Director	\$ 14,366	\$ 15,085	\$ 15,839	\$ 16,631	\$ 17,462
6101	Police Chief	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823	\$ 18,714
2201	Public Works Director	\$ 15,094	\$ 15,849	\$ 16,641	\$ 17,474	\$ 18,347

Position	Monthly Salary
City Manager (Appointed)	\$ 22,482