



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Human Resources

Prepared by:
Cristine Alilovich, Assistant City Manager

City Manager Approval: _____

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TOPIC: FIRE MID-MANAGEMENT PERSONNEL CHANGES

SUBJECT: RESOLUTION APPROVING THE RECLASSIFICATION OF ONE FIRE DEPARTMENT BATTALION CHIEF POSITION TO A DEPUTY FIRE CHIEF AND ADD A DEPUTY DIRECTOR OF EMERGENCY MANAGEMENT POSITION

RECOMMENDATION: Adopt Resolution.

BACKGROUND:

The San Rafael Fire Department provides all-hazard Fire/Paramedic service delivery including structural/wildland firefighting, advanced (ALS) and basic life support (BLS) emergency field care and transport, hazardous material incident initial response, marine emergency response, fire prevention, and public education.

The Department operates seven fire stations with 69 operational firefighters, 13 prevention/emergency personnel, and three administrative staff. This includes the administrative and operational oversight of the Marinwood Fire Department. The Department serves nearly 70,000 residents in San Rafael, Marinwood, and portions of unincorporated Marin. Management within the Fire Department is separated between Operations, Fire Prevention, and Emergency Management, all reporting to the Fire Chief.

ANALYSIS:

Staff have evaluated the organizational structure and design of the Fire Department and determined that two changes are needed in order to keep pace with the service demands of the community, in particular with the recent high priority placed on fire prevention and increased volume of emergency medical calls.

Staff are recommending the reclassification of one of the Battalion Chiefs (BC) positions (which serves in a non-operational/administrative capacity), to a Deputy Fire Chief position.

Deputy Fire Chief

Staff conducted a review of twelve, similar sized local fire agencies to better understand their organizational structures and how they compare to our Fire Department. The results showed that the City of San Rafael Fire Department is the only Fire Department that does not have an Operational Deputy Fire Chief position. Smaller departments with fewer personnel and fire stations all have Deputy Fire Chief

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

positions, leaving San Rafael as an outlier and at a disadvantage operationally and from a retention and recruitment standpoint. The City currently employs a retired annuitant whose responsibilities are more closely aligned with a Fire Marshal. This position does not directly support fire suppression and emergency medical service operations.

Succession planning within a public safety organization suggests that there should be a path that encourages and supports upward mobility within the organizational structure. In the absence of such a hierarchy, limited opportunities to train, educate, mentor, and prepare future leaders within the ranks result. The limited opportunities can have a debilitating effect on otherwise motivated employees to pursue employment or tenure with an organization that peaks at the rank of BC. Battalion Chief Officers require one additional step toward the path to executive leadership and this is best accomplished through the creation of a Deputy Fire Chief position within the organization. The existence of this position serves to connect the senior staff to the executive staff, while maintaining a supplemental staffing “relief valve” in the event of a BC long-term absence.

The reclassification of a Battalion Chief position to a Deputy Fire Chief position will provide professional level administrative staffing and result in the three current Battalion Chiefs reporting directly to the Deputy Fire Chief. This structure improves span of control and allows the Fire Chief to more effectively manage the Operations, Fire Prevention, and Emergency Management Divisions, and appoint an acting Chief in their absence.

Deputy Director of Emergency Management

Currently, the City employs one fixed-term Emergency Manager. This position was originally formed to improve the City’s disaster and emergency preparedness and prepare the community for a multitude of risks including, natural disasters, human-made catastrophes, pandemic conditions, transportation accidents, civil demonstrations/unrest, utility provider generated power disruptions, and more.

The position prepares the City for disasters and emergencies through long range planning, community training, and training of City personnel. This includes management of the day to day operations within the City’s Emergency Operation Center (EOC) when active. This task involves coordination with local, state, and a federal agencies and partners, managing City personnel within the EOC and ensuring critical needs are met during an emergency. As we’ve seen during recent years between Public Safety Power Shutoffs (PSPS), wildfires, storms, and a pandemic, it is critical that the City remain prepared and ready to respond to a host of emergency situations, all of which, are coordinated by the Emergency Manager.

This position was created as fixed term, due to financial limitations to fund an ongoing position. The goal of the fixed term position was to have the Emergency Manager develop the plans and programs necessary for the City to implement, which would be implemented by existing City staff. Based on what we’ve learned through this pandemic, it is clear that committing ongoing funds to this position is critical, especially in light of the additional volume of work required to address wildfire prevention and preparedness.

In March 2020, Marin voters including San Rafael residents, voted to approve Measure C, a parcel tax intended to fund wildfire prevention and preparedness efforts. The Marin Wildfire Prevention Authority (MWPA) was created to administer and coordinate Measure C programs and funds. When this was the done, the City moved all MWPA functions under the supervision of the Emergency Manager. This included Vegetation Management, Defensible Space, and Wildfire Mitigation and Emergency Preparedness. Responsibilities include hiring, training, supervising, and overseeing all MWPA related projects in the San Rafael. This expanded role and the subsequent benefit realized by the work done through the MWPA funding have been instrumental in increasing the City’s wildfire preparedness while decreasing the risk of devastating wildfires.

Due to the increased responsibility of this position, the City hired a consultant, Municipal Resource Group (MRG) to conduct a staffing and organizational assessment of the City’s Emergency Services. MRG reviewed program and staffing needs, developed staffing classifications and compensation, and prepared findings and recommendations as part of their scope. Analysis was conducted to review the labor market and relationships within the City’s Fire Department. The recommendation from the assessment was to create a full-time, permanent Deputy Director of Emergency Management position within the Fire Department to oversee emergency operations and the MWPA wildfire program, which will allow the City to continue to be prepared and ready to respond to all emergencies currently and in the future. The change from Emergency Manager to Deputy Director of Emergency Management is justified by the increased roles and responsibilities the position will assume moving forward.

Summary of recommendations

Staff recommends that one BC position be reclassified as a Deputy Fire Chief. The BCs are currently represented by the San Rafael Fire Chief Officers’ Association (SRFCOA) and this position would become a non-represented mid-management position and not a represented association position. The SRFCOA were properly noticed regarding this change and are in support of this reclassification request. If approved, the department would hold an open recruitment to fill the position and all qualified internal candidates would be encouraged to apply for the position.

Staff also recommends the addition of one Deputy Director of Emergency Management, which would be non-represented mid-management. The current Emergency Manager (fixed-term) position would be eliminated with cost savings from that position partially funding the new position. The balance of the funding for the new position would primarily be funded by Measure C funds in recognition of the additional duties managing the MWPA program.

Staff recommends that both positions be added to the mid-management salary schedule. All relevant attachments including job classification/descriptions and salary schedules can be found in the attachments to this report.

FISCAL IMPACT:

The fiscal impact of the reclassification to a Deputy Fire Chief and the addition of a full-time Deputy Director of Emergency Management position is \$11,139 and \$117,451 respectively, for a total of \$128,590. Funding is available between the General Fund and MWPA funds for both changes with the breakdown outlined in Table 1. There are sufficient funds within the Fire Department’s general and MWPA funds and new appropriations are not required.

Table 1: Fiscal Impact

Position Changes	FTE	General Fund	MWPA Fund
Delete (Current):			
Battalion Chief (SRFCOA)	1.0	\$366,616	\$0
Emergency Management Manager (fixed-term)	1.0	\$165,185	\$0
Add/Reclassify to:			
Deputy Fire Chief (Mid-management)	1.0	\$377,755	\$0
Deputy Director of Emergency Management	1.0	\$169,582	\$113,054
Net:	0.0	\$15,536	\$113,054

OPTIONS:

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

- Staff's recommendation to adopt the resolution.
- Adopt resolution with modifications.
- Direct staff to return with more information.
- Take no action.

RECOMMENDED ACTION: Adopt Resolution to approve the reclassification of a Battalion Chief position to a Deputy Fire Chief and add a Deputy Director of Emergency Management position.

ATTACHMENTS:

1. Resolution to approve the reclassification of a Battalion Chief Position to a Deputy Fire Chief and add a Deputy Director of Emergency Management position
2. Deputy Fire Chief Job Description
3. Deputy Director of Emergency Management Job Description
4. Unrepresented Mid-Management salary schedule

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING THE RECLASSIFICATION OF ONE FIRE DEPARTMENT BATTALION CHIEF POSITION TO A DEPUTY FIRE CHIEF AND ADD A DEPUTY DIRECTOR OF EMERGENCY MANAGEMENT POSITION

WHEREAS, the Administrative Battalion Chief provides Emergency Medical Services (EMS) training and oversight which are critical functions that are required for a department with 12 probationary firefighter/paramedics; and

WHEREAS, in addition to EMS training and oversight, the current Administrative Battalion Chief position's duties and responsibilities have increased since the position was created in 2017; and

WHEREAS, in addition to the current Administrative Battalion Chief position duties, a Deputy Fire Chief would provide project management and long-term planning skills, including implementation of findings from the upcoming EMS System study; and

WHEREAS, staff has reviewed other similarly sized fire departments and found that the City of San Rafael Fire Department lacks a Deputy Fire Chief position, between the Battalion Chiefs and Fire Chief, a position found in most similarly sized fire departments, that would increase efficiency of the overall command structure; and

WHEREAS, a reclassification of a Battalion Chief to Deputy Fire Chief will assist in recruiting and retaining qualified personnel by providing promotional opportunities within the department; and

WHEREAS, the City currently employs one fixed-term Emergency Management Manager; and

WHEREAS, in March 2020, Marin voters approved Measure C, a parcel tax intended to fund wildfire prevention and preparedness efforts; and

WHEREAS, a Deputy Director of Emergency Management would oversee the implementation of Measure C funding and continue to prepare the City for all emergencies; and

WHEREAS, the City hired Municipal Resource Group (MRG) to conduct an organizational assessment of the City's Emergency Services and their recommendations is the basis of the change to a full-time position;

NOW, THEREFORE, BE IT RESOLVED, that the City Council of the City of San Rafael hereby approves the reclassification of one Battalion Chief to a Deputy Fire Chief and the addition of one full-time Deputy Director of Emergency Management;

BE IT FURTHER RESOLVED, that the City Council of the City of San Rafael hereby approves the amendments to the mid-management salary schedule as recommended by staff and attached to the staff report.

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 Tuesday, the 18th day of January 2022, by the following vote, to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk

**City of San Rafael
Job Class Specification**

Job Title: Deputy Fire Chief

SUMMARY

Under direction of the Fire Chief of the San Rafael Fire Department, the Deputy Chief (DC) plans, organizes, and directs, through subordinate supervisors, a major division of the fire department; and performs related duties as required.

DISTINGUISHING CHARACTERISTICS

This is an executive-level sworn, public safety officer classification with responsibility for a major division of the Fire Department for the Operations Division. The Deputy Chief exercises independent judgment in interpreting and enforcing policies of the San Rafael Fire Department. The Deputy Chief is distinguished from the Battalion Chief in that the Deputy Chief is responsible for an operations or administrative division, whereas the Battalion Chief manages a district of several engine and truck companies supervised by Captains. The Deputy Chief is distinguished from the Fire Chief in that the latter has responsibility for the overall management of the Fire Department. The Deputy Chief is a member of the Department's executive management team. The Deputy Chief receives direction from the Fire Chief and exercises direction over Battalion Chiefs, subordinate supervisors, and administrative personnel. When necessary, the Deputy Chief will be required to provide coverage for Battalion Chief vacancies on an overtime basis.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. This list is intended to be illustrative and does not represent an exhaustive list of duties and responsibilities. Incumbents may not perform all duties and responsibilities listed. Other duties may be assigned.

- Plan, organize, coordinate, administer and direct the work of a division of the San Rafael Fire Department.
- Develop, direct, and monitor the goals, objectives, policies, procedures, and work standards for the division.
- Plan, delegate, and oversee execution of division programs and activities.
- Direct the preparation and administration of a division budget.
- Interpret department rules and regulations and MOU provisions; participate in labor negotiations.
- Prepare or review reports for city management, boards, commissions, and other organizations.
- Prepare, review, and approve reports and various correspondence.
- Counsel subordinates on performance and deficiencies.
- Identify training needs and evaluate existing training programs; develop, conduct, and observe drills and training programs.
- Make presentations at City meetings, boards, and various community meetings.
- Manage human resources.
- Delegate, coordinate and follow-up on work of subordinates.
- Respond to citizen complaints or inquiries by phone, video, or in person.
- Direct emergency operations using fire ground strategy and tactics and Incident Command System (ICS) principles.
- Implement emergency plans and post-emergency incident evaluation.
- Participate in joint labor-management and safety committees and make recommendations to the Fire Chief.

- Administer department-wide inspection programs, pre-fire planning, equipment services, facilities maintenance, in-service training, and community relations.
- Oversight of Nurse Educator and EMS Best Practices (or similarly assigned) personnel.
- Evaluates the need for new equipment and supplies and prepares and presents budget requests related to EMS and Operational needs.
- Serve as a liaison to County and Health Maintenance Organizations and Emergency Medical Services staff including the Medical Director.
- Reviews departmental Emergency Medical Services performance and effectiveness; formulates programs and/or policies to align with County and State requirements.
- Research and develop special programs and policies.
- Delegate liaison duties for other agencies and media, including requests for mutual aid in response to emergency situations.
- Drive SFRD vehicles in accordance with California Vehicle Code and SFRD regulations.
- Maintain a high state of morale through a presence of leadership, authority, and direction.
- Participation in countywide Operations Section activities and goals.
- Participate in EOC functions as needed during major emergency incidents.

Knowledge of:

- Extensive technical knowledge of the principles, techniques, strategy, materials, and equipment used in fire suppression, specialized response, safety, investigation, and prevention.
- Demonstrated ability and experience managing, planning, coordinating, and administering for an EMS transport agency (public or private).
- Extensive knowledge of principles of goal setting, consensus building, and leadership.
- Extensive knowledge of principles, modern practices, techniques, and equipment used in all-risk mitigation and emergency response.
- Acquired knowledge and application of the City's Together San Rafael guiding principles, San Rafael Fire Department mission statement, philosophy, short and long-term objectives, resources, policies, rules, regulations, radio procedures, and professional standards.
- Acquired knowledge of San Rafael city geography, map correspondence, and jurisdiction boundaries.

Ability to:

- Ability to apply and utilize SFRD resources and external resources provided through the mutual aid system.
- Ability to analyze problems, exercise independent judgment within general policy guidelines, and adopt an effective course of action under stressful conditions; to make command decisions.
- Ability to plan, organize, direct, lead, and coordinate a large group of employees through subordinate supervisors.
- Ability to employ knowledge and interpersonal skills to quickly obtain essential information from other officers and the community.
- Ability to drive vehicle safely to and from emergency situations.
- Ability to use vehicle radio, and satellite or cellular telephone to verbally communicate with Marin County Sheriff's Office Dispatch Center, other stations and personnel, employing knowledge of SFRD radio broadcast procedures, City geography, and most expedient routes to emergency sites.
- Ability to manage time effectively.
- Demonstrated ability to supervise, train, mentor, and evaluate personnel.
- Ability to prepare clear and concise reports using a personal computer.

- Ability to make presentations to various groups and organizations.
- Ability to communicate effectively in both oral and written form.
- Ability to establish effective and collaborative relationships with those contacted in the performance of duties.

EDUCATION AND/OR EXPERIENCE:

Any combination of education and experience that would provide the required knowledge, skill and ability outlined above is qualifying. A typical way to obtain such knowledge, skill and ability is:

A Bachelor's degree or higher is preferred, and evidence of advanced education and continued professional training and development is highly desirable. Must possess a track record of demonstrated leadership, proven accomplishments, and superior performance in the operation of fire services at a Chief Officer level in a progressive fire agency comparable to or larger than San Rafael. Experience serving an urban, ethnically, and culturally diverse community is essential. Experience serving for a minimum of 3 years as a Battalion, Division, or Deputy Fire Chief (or any successive combination thereof) is required.

LICENSE/CERTIFICATES:

Incumbent in this position is expected to operate automotive vehicles in the performance of assigned duties. Individuals appointed will be required to maintain a valid Class C California Driver's License with Firefighter Endorsement while employed.

Evidence of prior/recent ALS certification or comparable demonstrated administrative experience managing a public or private transport agency is desired.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is regularly required to stand; walk; sit; use hands to finger, handle, or feel; and talk or hear. The employee frequently is required to reach with hands and arms and climb or balance. The employee is occasionally required to stoop, kneel, crouch, or crawl and taste or smell. The employee must regularly lift and/or move up to 10 pounds and occasionally lift and/or move up to 100 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 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 frequently exposed to moving mechanical parts and outdoor weather conditions and frequently works evenings or weekends and inside environmental conditions. The employee is occasionally exposed to video display and occasionally works with use of their personal vehicle. The noise level in the work environment is usually moderate.

Prepared By: Fire
Prepared Date: December 2021
Bargaining Unit: Mid-Management
Approved:

City of San Rafael
Job Class Specification

Job Title: Deputy Director of Emergency Management

SUMMARY

Under the direction of the City Manager or designee and Fire Chief, the Deputy Director of Emergency Management manages all aspects of the City's emergency organization in conformity with local, State and Federal all-risk requirements. The Deputy Director collaborates with the City Manager, Assistant City Manager, Police Chief, Fire Chief, and other Executive Team members to develop programs and policies for the effective development, planning, control, and evaluation of City and departmental emergency management. The Deputy Director coordinates and advises on various emergency management activities and operations of the City, which may include procedural and organizational improvements, public outreach, cross-departmental, City-wide, or regional coordination, technology review or other high-level management functions. The Deputy Director works to educate and empower the whole community to prepare for disasters. The Deputy Director manages and directs division staff involved in defensible space, vegetation management, open space management and community outreach. The Deputy Director also interfaces regularly with Marin Wildfire Prevention Authority (MWPA) including managing staff and programs funded by MWPA. The Deputy Director provides support to the City Manager, Assistant City Manager and Fire Chief regarding emergency management projects, policies, goals, and priorities.

DISTINGUISHING CHARACTERISTICS

This single position class is characterized by the responsibility for leading the City's emergency management program including planning, preparation, mitigation, response and recovery. The incumbent may represent the City Manager (or designee) / Fire Chief on matters of emergency management or as otherwise authorized. As such, the incumbent uses considerable independent judgment and discretion in the performance of duties. The Deputy Director provides leadership and coordinates a comprehensive emergency management process in order to maintain a high level of readiness, including support of efforts such as emergency preparedness training and guidance to help reduce the loss of life and property not only of City departments but the whole community.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the City Manager (or designee) and Fire Chief under a matrixed supervision model. Primary supervisor will be the Fire Chief with overall program and policy direction coming from the City Manager or designee. Exercises direction supervision over management, professional, technical and administrative personnel.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following. This list is intended to be illustrative and does not represent an exhaustive list of duties and responsibilities. Incumbents may not perform all duties and responsibilities listed. Other duties may be assigned.

- Assists the City Manager (or designee) / Fire Chief in establishing and achieving citywide priorities, goals, and objectives for the emergency management program; assists the City Manager (or designee) / Fire Chief in strategic and long-range planning; sets milestones and implements quantifiable measurements to measure success of projects.
- Oversees emergency management services and programs; plans, organizes directs and evaluates emergency preparedness functions and programs; studies and analyzes the community's vulnerability to disaster and response capabilities; conducts systematic risk assessments; develops and implements comprehensive, long-term disaster mitigation plans and programs; coordinates with other agencies and regional efforts.
- Assures conformity of City OES programs with County, State and Federal requirements; monitors, reviews, and interprets changes in federal or state laws or regulations that impact the delivery of

emergency management programs and/or services and directs the implementation of changes to programs and services.

- Coordinates with the City Manager, Executive Team members, and City staff to support the Emergency Operations Center (EOC) through a roster of City employees and training/exercises.
- Serves as chief staff advisor during disaster response; may serve as Director of the City Emergency Operations Center and may serve as an on-call Staff Duty Officer.
- Investigates, researches and institutes best practices in emergency management;
- Provides guidance to department heads and departmental managers on emergency management matters and best practices.
- Plans, organizes, coordinates, supervises, and evaluates the performance of management, professional and technical personnel engaged in assigned emergency management activities, directly or through subordinate levels of supervision; establishes work priorities and performance standards; ensures compliance with City rules and policies; prioritizes resources and assignments.
- Interviews, selects, and ensures appropriate training and supervision of assigned staff; evaluates performance in support of the division's overall objectives; directs, coaches, and guides staff; advises subordinate managers and supervisors on appropriate handling of employee performance issues; oversees the professional development of assigned managers and staff.
- Participates in the development, and may oversee the preparation, of the division's annual budget and operational improvement plans; ensures appropriate allocation of resources; manages funding received from MWPA and ensures accountability of funding uses; researches, analyzes, and advises the City Manager (or designee) / Fire Chief of specific costs and recommendations for programs and services.
- Conducts high priority and complex work assignments; drafts and presents reports and recommendations; analyzes programs and services to continually seek program and process improvements; conducts presentations and trainings.
- Establishes and maintains liaison with appropriate governmental bodies, firms, organizations or individuals to assist in achieving City objectives and ensuring compliance with appropriate laws in emergency management.
- Prepares reports and analysis for City Council and City Staff; may represent the City before the City Council.
- Works with other City departments to advance emergency management needs; serves on committees to represent the City's needs; represents the City to external stakeholders, including community-based organizations, schools, and the public; and acts as a liaison with department heads, employees, the media, and the public.
- Supports, develops and implements public education and engagement programs regarding emergency management and various hazards including evacuation planning and preparation; review and resolves high levels complaints received from the community.
- Coordinates with Emergency Management staff in other cities and special districts on matters of joint concern.
- Performs related duties as required.

Knowledge of:

- Knowledge of Federal, State, and other codes, laws, regulations, and protocols related to disaster and emergency management.
- Knowledge of California emergency management practices and procedures.
- Modern equipment and systems utilized in emergency management including the Incident Command System (ICS), Standardized Emergency Management System (SEMS), and Geographic Information Systems (GIS), or equivalent systems.
- Conditions leading to major emergencies, their effects, mitigation, response lines, resource requirements, damage assessment, recovery methods, and safety survival procedures.
- Operation of an Emergency Operations Center.
- Federal and state emergency services programs and funding procedures
- Budgeting principles and practices.

- Methods, practices and procedures involved in the development of strategic plans.
- Long-range planning principles and practices.
- Knowledge of principles of supervision.
- Principles of management.
- Principles of organization, administration, and personnel management.
- Selecting and paying consultants.

Ability to:

- Organize, implement and direct emergency management operations and activities.
- Ability to work well with people, to research information, and to collect and analyze data.
- Ability to achieve the professional confidence of others and to elicit cooperation from others.
- Ability to coordinate a variety of complex tasks simultaneously.
- Ability to use public presentation and writing skills to communicate effectively and to assimilate and understand information, in a manner consistent with the essential job functions.
- Strong mediation and conflict resolution skills.
- Ability to make sound decisions in a manner consistent with the essential job functions.
- Ability to maintain mental capacity which allows the capability to exercise sound judgment and rational thinking under dangerous and stressful circumstances, evaluate various options and alternatives and choose an appropriate and reasonable course of action, and demonstrate intellectual capabilities during difficult situations.
- Interpret and apply Federal, State and local laws.
- Communicate effectively, verbally and in writing.
- Maintain a flexible, cooperative customer service attitude and work well with other departments.
- Manage a cadre of emergency management professionals and paraprofessionals.
- Manage a budget and supervise staff.

EDUCATION AND/OR EXPERIENCE:

Any combination of education and experience that would provide the required knowledge, skill and ability outlined above is qualifying. A typical way to obtain such knowledge, skill and ability is:

A Bachelor’s Degree in emergency management, public safety, business, or public administration, or a closely related field. A Master’s Degree in emergency management is desirable. Six years of increasingly responsible experience performing emergency management, law enforcement, fire/EMS or related field preferably including supervisory/management experience. Completion of required Federal Emergency Management Agency (FEMA) courses: IS 100, 200, 300, 700, and 800. Possession of an Associate or Certified Emergency Manager Credential from the International Association of Emergency Managers or similar State credential is desirable. Ability to obtain a valid California Driver’s License upon hire

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 sit and talk or hear. The employee frequently is required to stand; walk; use hands to finger, 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 frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 50 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 regularly works in indoor conditions and regularly works near video display. The employee is exposed to outside weather conditions from time to time. The noise level in the work environment is usually moderate.

Prepared By: MRG Consulting
Prepared Date: December 2021
Bargaining Unit: Mid-Management
Approved:
Revised Date:
Revised By:

SAN RAFAEL UNREPRESENTED MID-MANAGEMENT

SALARY SCHEDULE

Effective January 18, 2022

Grade	Position	A	B	C	D	E
7315	Accounting Manager	\$ 9,319	\$ 9,785	\$ 10,274	\$ 10,788	\$ 11,327
2400	Assistant Library and Recreation Director	\$ 10,600	\$ 11,130	\$ 11,686	\$ 12,271	\$ 12,884
2202	Assistant Public Works Director / City Engineer	\$ 12,029	\$ 12,631	\$ 13,262	\$ 13,925	\$ 14,621
2302	Chief Building Official	\$ 11,179	\$ 11,738	\$ 12,325	\$ 12,941	\$ 13,588
4203	Civic Design Manager	\$ 9,910	\$ 10,405	\$ 10,926	\$ 11,472	\$ 12,045
2122	Code Enforcement Supervisor	\$ 7,553	\$ 7,930	\$ 8,327	\$ 8,743	\$ 9,180
4204	Data & Infrastructure Manager	\$ 10,974	\$ 11,522	\$ 12,098	\$ 12,703	\$ 13,338
1105	Deputy City Attorney I	\$ 10,131	\$ 10,637	\$ 11,169	\$ 11,728	\$ 12,314
1109	Deputy City Attorney II	\$ 11,170	\$ 11,728	\$ 12,315	\$ 12,931	\$ 13,577
TBD	Deputy Director of Emergency Management	\$ 12,029	\$ 12,631	\$ 13,262	\$ 13,925	\$ 14,621
TBD	Deputy Fire Chief	\$ 13,556	\$ 14,234	\$ 14,946	\$ 15,693	\$ 16,478
2120	Deputy Fire Marshall	\$ 9,515	\$ 9,991	\$ 10,490	\$ 11,015	\$ 11,566
2135	Deputy Public Works Director	\$ 10,929	\$ 11,475	\$ 12,049	\$ 12,651	\$ 13,284
7313	Economic Development Coordinator	\$ 9,181	\$ 9,640	\$ 10,122	\$ 10,628	\$ 11,159
2128	Economic Development Manager	\$ 10,095	\$ 10,600	\$ 11,130	\$ 11,686	\$ 12,271
7117	Emergency Services Manager	\$ 8,957	\$ 9,405	\$ 9,875	\$ 10,369	\$ 10,888
2138	Housing Manager	\$ 10,330	\$ 10,847	\$ 11,389	\$ 11,959	\$ 12,557
2107	Human Resources Operations Manager	\$ 9,041	\$ 9,493	\$ 9,968	\$ 10,466	\$ 10,989
2208	Operations and Maintenance Manager	\$ 9,856	\$ 10,349	\$ 10,867	\$ 11,410	\$ 11,981
2208	Operations and Maintenance Manager (SRSD)	\$ 9,856	\$ 10,349	\$ 10,867	\$ 11,410	\$ 11,981
2703	Parking Services Manager	\$ 9,181	\$ 9,640	\$ 10,122	\$ 10,628	\$ 11,159
7312	Parks Superintendent	\$ 9,000	\$ 9,450	\$ 9,923	\$ 10,419	\$ 10,940
2116	Planning Manager	\$ 10,330	\$ 10,847	\$ 11,389	\$ 11,959	\$ 12,557
4206	Product Manager	\$ 9,910	\$ 10,405	\$ 10,926	\$ 11,472	\$ 12,045
8103	Recreation Supervisor	\$ 7,694	\$ 8,079	\$ 8,483	\$ 8,907	\$ 9,352
2206	Senior Civil Engineer (SRSD)	\$ 10,639	\$ 11,171	\$ 11,729	\$ 12,316	\$ 12,932
7317	Senior Code Enforcement Supervisor	\$ 8,337	\$ 8,753	\$ 9,191	\$ 9,651	\$ 10,133
2101	Senior Management Analyst I	\$ 7,382	\$ 7,751	\$ 8,139	\$ 8,546	\$ 8,973
2105	Senior Management Analyst II	\$ 8,789	\$ 9,229	\$ 9,690	\$ 10,175	\$ 10,683
2203	Senior Project Manager	\$ 9,171	\$ 9,629	\$ 10,111	\$ 10,616	\$ 11,147
8102	Senior Recreation Supervisor	\$ 8,492	\$ 8,917	\$ 9,363	\$ 9,831	\$ 10,322
7310	Sewer Maintenance Superintendent	\$ 9,000	\$ 9,450	\$ 9,923	\$ 10,419	\$ 10,940
7311	Street Maintenance Superintendent	\$ 9,000	\$ 9,450	\$ 9,923	\$ 10,419	\$ 10,940
2150	Sustainability Program Manager	\$ 7,408	\$ 7,778	\$ 8,167	\$ 8,576	\$ 9,005

SAN RAFAEL UNREPRESENTED MID-MANAGEMENT

SALARY SCHEDULE

Effective July 1, 2022

Grade	Position	A	B	C	D	E
7315	Accounting Manager	\$ 9,692	\$ 10,177	\$ 10,685	\$ 11,220	\$ 11,781
2400	Assistant Library and Recreation Director	\$ 10,971	\$ 11,519	\$ 12,095	\$ 12,700	\$ 13,335
2202	Assistant Public Works Director / City Engineer	\$ 12,450	\$ 13,073	\$ 13,726	\$ 14,413	\$ 15,133
2302	Chief Building Official	\$ 11,570	\$ 12,149	\$ 12,756	\$ 13,394	\$ 14,064
4203	Civic Design Manager	\$ 10,068	\$ 10,572	\$ 11,100	\$ 11,655	\$ 12,238
2122	Code Enforcement Supervisor	\$ 7,674	\$ 8,057	\$ 8,460	\$ 8,883	\$ 9,327
4204	Data & Infrastructure Manager	\$ 11,149	\$ 11,707	\$ 12,292	\$ 12,907	\$ 13,552
1105	Deputy City Attorney I	\$ 10,485	\$ 11,010	\$ 11,560	\$ 12,138	\$ 12,745
1109	Deputy City Attorney II	\$ 11,561	\$ 12,139	\$ 12,746	\$ 13,383	\$ 14,052
TBD	Deputy Director of Emergency Management	\$ 12,450	\$ 13,073	\$ 13,726	\$ 14,413	\$ 15,133
TBD	Deputy Fire Chief	\$ 14,099	\$ 14,804	\$ 15,544	\$ 16,321	\$ 17,137
2120	Deputy Fire Marshall	\$ 9,848	\$ 10,340	\$ 10,857	\$ 11,400	\$ 11,970
2135	Deputy Public Works Director	\$ 11,311	\$ 11,877	\$ 12,470	\$ 13,094	\$ 13,749
7313	Economic Development Coordinator	\$ 9,502	\$ 9,977	\$ 10,476	\$ 11,000	\$ 11,550
2128	Economic Development Manager	\$ 10,448	\$ 10,971	\$ 11,519	\$ 12,095	\$ 12,700
7117	Emergency Services Manager	\$ 9,271	\$ 9,734	\$ 10,221	\$ 10,732	\$ 11,269
2138	Housing Manager	\$ 10,743	\$ 11,281	\$ 11,845	\$ 12,437	\$ 13,059
2107	Human Resources Operations Manager	\$ 9,403	\$ 9,873	\$ 10,366	\$ 10,885	\$ 11,429
2208	Operations and Maintenance Manager	\$ 10,251	\$ 10,763	\$ 11,301	\$ 11,867	\$ 12,460
2208	Operations and Maintenance Manager (SRSD)	\$ 10,251	\$ 10,763	\$ 11,301	\$ 11,867	\$ 12,460
2703	Parking Services Manager	\$ 9,502	\$ 9,977	\$ 10,476	\$ 11,000	\$ 11,550
7312	Parks Superintendent	\$ 9,360	\$ 9,829	\$ 10,320	\$ 10,836	\$ 11,378
2116	Planning Manager	\$ 10,743	\$ 11,281	\$ 11,845	\$ 12,437	\$ 13,059
4206	Product Manager	\$ 10,068	\$ 10,572	\$ 11,100	\$ 11,655	\$ 12,238
8103	Recreation Supervisor	\$ 7,964	\$ 8,362	\$ 8,780	\$ 9,219	\$ 9,680
2206	Senior Civil Engineer (SRSD)	\$ 11,011	\$ 11,562	\$ 12,140	\$ 12,747	\$ 13,384
7317	Senior Code Enforcement Supervisor	\$ 8,470	\$ 8,893	\$ 9,338	\$ 9,805	\$ 10,295
2101	Senior Management Analyst I	\$ 7,677	\$ 8,061	\$ 8,464	\$ 8,888	\$ 9,332
2105	Senior Management Analyst II	\$ 9,141	\$ 9,598	\$ 10,078	\$ 10,582	\$ 11,111
2203	Senior Project Manager	\$ 9,446	\$ 9,918	\$ 10,414	\$ 10,935	\$ 11,481
8102	Senior Recreation Supervisor	\$ 8,790	\$ 9,229	\$ 9,690	\$ 10,175	\$ 10,684
7310	Sewer Maintenance Superintendent	\$ 9,360	\$ 9,829	\$ 10,320	\$ 10,836	\$ 11,378
7311	Street Maintenance Superintendent	\$ 9,360	\$ 9,829	\$ 10,320	\$ 10,836	\$ 11,378
2150	Sustainability Program Manager	\$ 7,704	\$ 8,090	\$ 8,494	\$ 8,919	\$ 9,365

SAN RAFAEL UNREPRESENTED MID-MANAGEMENT

SALARY SCHEDULE

Effective July 1, 2023

Grade	Position	A	B	C	D	E
7315	Accounting Manager	\$ 10,080	\$ 10,584	\$ 11,113	\$ 11,668	\$ 12,252
2400	Assistant Library and Recreation Director	\$ 11,355	\$ 11,923	\$ 12,519	\$ 13,145	\$ 13,802
2202	Assistant Public Works Director / City Engineer	\$ 12,886	\$ 13,530	\$ 14,207	\$ 14,917	\$ 15,663
2302	Chief Building Official	\$ 11,975	\$ 12,574	\$ 13,202	\$ 13,863	\$ 14,556
4203	Civic Design Manager	\$ 10,229	\$ 10,741	\$ 11,278	\$ 11,842	\$ 12,434
2122	Code Enforcement Supervisor	\$ 7,796	\$ 8,186	\$ 8,595	\$ 9,025	\$ 9,477
4204	Data & Infrastructure Manager	\$ 11,328	\$ 11,894	\$ 12,489	\$ 13,113	\$ 13,769
1105	Deputy City Attorney I	\$ 10,852	\$ 11,395	\$ 11,965	\$ 12,563	\$ 13,191
1109	Deputy City Attorney II	\$ 11,965	\$ 12,564	\$ 13,192	\$ 13,852	\$ 14,544
TBD	Deputy Director of Emergency Management	\$ 12,886	\$ 13,530	\$ 14,207	\$ 14,917	\$ 15,663
TBD	Deputy Fire Chief	\$ 14,663	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823
2120	Deputy Fire Marshall	\$ 10,193	\$ 10,702	\$ 11,237	\$ 11,799	\$ 12,389
2135	Deputy Public Works Director	\$ 11,707	\$ 12,292	\$ 12,907	\$ 13,552	\$ 14,230
7313	Economic Development Coordinator	\$ 9,834	\$ 10,326	\$ 10,842	\$ 11,385	\$ 11,954
2128	Economic Development Manager	\$ 10,814	\$ 11,355	\$ 11,923	\$ 12,519	\$ 13,145
7117	Emergency Services Manager	\$ 9,595	\$ 10,075	\$ 10,579	\$ 11,108	\$ 11,663
2138	Housing Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
2107	Human Resources Operations Manager	\$ 9,779	\$ 10,268	\$ 10,781	\$ 11,320	\$ 11,886
2208	Operations and Maintenance Manager	\$ 10,661	\$ 11,194	\$ 11,754	\$ 12,341	\$ 12,958
2208	Operations and Maintenance Manager (SRSD)	\$ 10,661	\$ 11,194	\$ 11,754	\$ 12,341	\$ 12,958
2703	Parking Services Manager	\$ 9,834	\$ 10,326	\$ 10,842	\$ 11,385	\$ 11,954
7312	Parks Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
2116	Planning Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
4206	Product Manager	\$ 10,229	\$ 10,741	\$ 11,278	\$ 11,842	\$ 12,434
8103	Recreation Supervisor	\$ 8,242	\$ 8,654	\$ 9,087	\$ 9,541	\$ 10,019
2206	Senior Civil Engineer (SRSD)	\$ 11,397	\$ 11,966	\$ 12,565	\$ 13,193	\$ 13,853
7317	Senior Code Enforcement Supervisor	\$ 8,605	\$ 9,036	\$ 9,487	\$ 9,962	\$ 10,460
2101	Senior Management Analyst I	\$ 7,985	\$ 8,384	\$ 8,803	\$ 9,243	\$ 9,705
2105	Senior Management Analyst II	\$ 9,507	\$ 9,982	\$ 10,481	\$ 11,005	\$ 11,555
2203	Senior Project Manager	\$ 9,729	\$ 10,216	\$ 10,726	\$ 11,263	\$ 11,826
8102	Senior Recreation Supervisor	\$ 9,097	\$ 9,552	\$ 10,030	\$ 10,531	\$ 11,058
7310	Sewer Maintenance Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
7311	Street Maintenance Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
2150	Sustainability Program Manager	\$ 8,013	\$ 8,413	\$ 8,834	\$ 9,275	\$ 9,739