

approved with the fiscal year 2023-24 budget. City Council action for this item is only required to codify this correction.

The City Manager's Office staffing and organizational structure has changed over the years. Prior to the recession in 2008 the City Manager's team included a City Manager, an Assistant City Manager, a Deputy City Manager, and an Assistant to the City Manager. Position cuts as a response to the great recession resulted in the deletion of the Assistant to the City Manager position. While the Assistant to the City Manager position played a key leadership role in managing citywide policy initiatives and supporting the departments in executing on their high priority projects, insufficient resources were available at that time to dedicate staff to these efforts.

Currently there is a City Manager position and one Assistant City Manager position. As part of an ongoing restructuring in 2021, staff recommended the creation of an Administrative Services Department Director to oversee both the Finance and Human Resources Departments. The incumbent in the Administrative Services Director position has since left the city, leaving this position vacant. At the time of the Administrative Services Director staff members' departure, it was determined that the optimal recruitment strategy based on the challenges in recruiting top talent would be to hire for the Finance Director and Human Resources Director vacant positions. The City successfully hired exceptionally qualified individuals into those director level positions, who will work together to ensure the continued collaboration between the two departments.

In the current climate of increasing demand for services, a need for a second Assistant City Manager position has emerged to help continue and lead inclusive engagement efforts with our community while effectively managing the organization and keeping pace in implementing the City Council's goals and objectives. There are also new programs in local government that have grown significantly since 2020, namely the work of diversity, equity, inclusion and belonging (DEIB). These programs require leadership and consistent efforts to convene staff, create enthusiasm and commitment, and develop programs both internally and externally.

Following a thorough analysis of the organizational structure of the administrative functions of the City, staff recommends the deletion of the Administrative Services Director position and the addition of an Assistant City Manager position.

FISCAL IMPACT:

Although the net cost to increase the salary for the Senior Civil Engineer (SRSD) is approximately \$45,000, there is no increase to the City of San Rafael's General Fund as this position is fully funded by the San Rafael Sanitation District. The total cost for the Assistant City Manager position is approximately \$54,728 higher than for the Administrative Services Director. Adding the Assistant City Manager position will increase the City's total authorized headcount by 1.0, for a citywide total of 426.76 FTEs. The costs associated with creating the new Assistant City Manager position will be absorbed by the existing FY 2023-24 budget, and staff will return at mid-year should any additional General Fund appropriations be needed.

OPTIONS:

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

- Approve the resolution as presented.
- Request changes to the recommendations.
- Direct staff to develop alternatives to the recommendation.

RECOMMENDED ACTION:

Staff recommends that the City Council adopt the resolution as presented and approve the amendments to the unrepresented mid-manager and executive management salary schedules.

ATTACHMENTS:

Attachment A: Resolution

Attachment B: Unrepresented Mid-Management Salary Schedule

Attachment C: Unrepresented Executive Management Salary Schedule

RESOLUTION NO. _____

A RESOLUTION APPROVING THE FOLLOWING PERSONNEL CHANGES: RETITLING OF THE SENIOR CIVIL ENGINEER (SRSD) JOB CLASSIFICATION, CORRECTING DEPUTY BUILDING OFFICIAL SALARY RANGE, DELETING ADMINISTRATIVE SERVICES DIRECTOR AND ADDING ASSISTANT CITY MANAGER POSITION, AND AMENDING THE UNREPRESENTED MID-MANAGEMENT AND EXECUTIVE MANAGEMENT SALARY SCHEDULES

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 duties which need to be performed by employee positions in the City's various departments; and

WHEREAS, the Mid-Management Senior Civil Engineer (SRSD) position has been challenging to fill for more than a year and the San Rafael Sanitation District Board has approved funding to adjust the salary range for this position and retitle the position to be better aligned with the level of work and responsibility of the role; and

WHEREAS, there was an administrative error in the salary range posted for the Mid-Management Deputy Building Official; and

WHEREAS, staff recommends the elimination of an Administrative Services Director position and add an Assistant City Manager position and increase the City's total authorized headcount by 1.0, for a citywide total of 426.76 FTEs, in order to effectively manage the current climate of increasing demand for services and shift responsibilities and focus to allow the organization to strategically take on new objectives and challenges, including diversity, equity, inclusion and belonging;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of San Rafael hereby approves the recommended personnel compensation, title, and classification changes 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 special meeting on the City Council of said City held on Monday, the 10th day of July 2023, by the following vote to wit:

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

LINDSAY LARA, City Clerk

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 |
| 2303 | Assistant Community Development Director | \$ 12,646 | \$ 13,278 | \$ 13,942 | \$ 14,639 | \$ 15,371 |
| 2400 | Assistant Library and Recreation Director | \$ 11,355 | \$ 11,923 | \$ 12,519 | \$ 13,145 | \$ 13,802 |
| 2202 | Assistant Public Works Director | \$ 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 |
| 2115 | Deputy Building Official* | \$ 10,778 | \$ 11,317 | \$ 11,882 | \$ 12,477 | \$ 13,100 |
| 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 |
| 7125 | Deputy Director of Emergency Management | \$ 12,886 | \$ 13,530 | \$ 14,207 | \$ 14,917 | \$ 15,663 |
| 7127 | 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 |
| 2143 | Principal HR Analyst | \$ 9,779 | \$ 10,268 | \$ 10,781 | \$ 11,320 | \$ 11,886 |
| 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 | Principal Civil Engineer (SRSD)* | \$ 13,404 | \$ 14,074 | \$ 14,778 | \$ 15,517 | \$ 16,293 |
| 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 |
| 7245 | Supervising Librarian | \$ 8,242 | \$ 8,654 | \$ 9,087 | \$ 9,541 | \$ 10,019 |
| 2150 | Sustainability Program Manager | \$ 8,013 | \$ 8,413 | \$ 8,834 | \$ 9,275 | \$ 9,739 |

**adjusted per Council action*

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

| Grade | Position | A | B | C | D | E |
|-----------------|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| 2142 | Administrative Services Director ** | \$ 14,389 | \$ 15,108 | \$ 15,863 | \$ 16,657 | \$ 17,489 |
| 2501 | Assistant City Attorney | \$ 13,677 | \$ 14,361 | \$ 15,079 | \$ 15,833 | \$ 16,625 |
| 2001 | Assistant City Manager | \$ 16,849 | \$ 17,691 | \$ 18,576 | \$ 19,504 | \$ 20,480 * |
| 2300 | Community Development Director | \$ 14,878 | \$ 15,621 | \$ 16,403 | \$ 17,223 | \$ 18,084 |
| 4205 | Director of Digital Service & Open Government | \$ 13,677 | \$ 14,361 | \$ 15,079 | \$ 15,833 | \$ 16,625 |
| 2801 | Director of Economic Development & Innovation | \$ 13,677 | \$ 14,361 | \$ 15,079 | \$ 15,833 | \$ 16,625 |
| 2205 | District Manager/Engineer (SRSD) | \$ 13,677 | \$ 14,361 | \$ 15,079 | \$ 15,833 | \$ 16,625 |
| 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 |

*** adjusted per Council action*

| Position | Monthly Salary |
|--------------------------|----------------|
| City Manager (Appointed) | \$ 24,494 |

* Based on language in the executive resolution, steps can be at a maximum per the below based on City Manager discretion pertaining to performance evaluation

| | | | | | |
|------------------------|-----------|-----------|-----------|-----------|-----------|
| Assistant City Manager | \$ 17,523 | \$ 18,399 | \$ 19,319 | \$ 20,285 | \$ 21,299 |
| Police Chief | \$ 17,077 | \$ 17,931 | \$ 18,828 | \$ 19,769 | \$ 20,758 |
| Fire Chief | \$ 17,077 | \$ 17,931 | \$ 18,828 | \$ 19,769 | \$ 20,758 |