



Agenda Item No: 7.b
Meeting Date: March 4, 2024

SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

Prepared by: Paul Navazio, Finance Director

City Manager Approval: _____

TOPIC: FISCAL YEAR 2023-24 MID-YEAR BUDGET UPDATE AND PERSONNEL CHANGES

SUBJECT: FISCAL YEAR 2023-24 MID-YEAR BUDGET UPDATE FOR THE SECOND QUARTER ENDING DECEMBER 31, 2023 AND APPROVAL OF A RESOLUTION AUTHORIZING AMENDMENTS TO SALARY SCHEDULES TO REFLECT FY 2023-24 MID-YEAR PERSONNEL CHANGES

RECOMMENDATION:

Staff recommends that the City Council:

- 1) Accept the FY 2023-24 Mid-Year Budget Update presenting revenue and expenditure results through the second quarter of the current fiscal year (through the accounting period ended December 31, 2023), and
- 2) Adopt the resolution authorizing amendments to Salary Schedules to reflect FY 2023-24 Mid-Year Personnel Changes.

BACKGROUND:

This agenda item presents the mid-year budget update report summarizing revenue and expenditure results through the second quarter of the fiscal year. In addition, the report provides updated revenue and expenditure projections for the City’s General Fund through the end of the fiscal year (June 30, 2024). The quarterly budget updates are primarily informational reports providing periodic updates of financial results relative to the approved budget. This report informs mid-year budget adjustments and the initial development of the City’s FY 2024-25 budget.

The information provided in this mid-year budget update is organized as follows in Attachments A and B:

- Table 1 – All Fund Revenues, by Fund Type
- Table 2 – All Fund Expenditures by Fund Type
- Table 3 – All Fund Expenditures by Dept.

- Table 4 – General Fund Revenues
- Table 5 – General Fund Expenditures by Category
- Table 6 – General Fund Expenditures by Dept.

ANALYSIS:

Highlights of the FY 2023-24 mid-year results (Attachment A) include the following:

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- All Funds revenues through the second quarter of FY 2023-24 were \$81.76 million or 46.2% of the amended revenue budget of \$177.12 million.
- All Funds expenditures through the second quarter of FY 2023-24 totaled \$87.92 million. This, combined with an additional \$22.13 million in encumbrances related to executed contracts and purchase orders, represents 41.6% of the amended expenditure budget of \$211.58 million.
- General Fund revenues through the second quarter of FY 2023-24 totaled \$42.90 million, or 42.9% of the approved budget of \$100.02 million.
 - Most categories of General Fund revenues appear to be tracking at, or above, the expected budget through the second quarter of the fiscal year.
 - Property tax revenues are tracking slightly ahead of budget, consistent with overall growth in assessed values, as reported by the County Assessor's Office.
 - Transient Occupancy (Hotel) Tax revenues are well ahead of budget, reflecting a strong rebound in hotel occupancy and the performance of new hotel property (AC Marriott).
 - Use of Money (Interest Earnings) recorded through the first half of the fiscal year has already exceeded the budget estimate. It is expected to continue strong performance through the remainder of the fiscal year. These results are attributable to the current interest rate environment and the re-balancing of the City's investment portfolio as investments mature.
 - Selected General Fund revenues that appear to be lagging budget estimates through the first two quarters include:
 - Sales and Use Tax, and Transaction and Use Taxes (Measures E and R), reflect receipts through November 2023 due to the lag time in collections.
 - Franchise Fees and Taxes reflect partial payments through December 2023 due to the delay in payments accounting for activity through the first six months of the fiscal year. As such, these revenues are expected to end the year consistent with the adopted budget.
 - Development Fees are tracking below budget (41.6%) but are expected to pick up in the second half of the fiscal year, reflecting seasonality in these revenues.
- General Fund expenditures through the second quarter of FY 2023-24 were at \$49.95 million. Combined with encumbrances of \$0.88 million, this represents a combined commitment of 47.8% of the adjusted budget of \$104.47 million.
 - Through the second quarter, results across most expenditure categories are tracking within the adopted budget. Personnel costs are trending slightly below budget due to ongoing vacancies in selected departments.
 - Departmental expenditures appear to be within budget, accounting for selected professional services contracts that reflect as encumbered appropriations as of the end of the second quarter.

General Fund Year-End Projections

Based on results through the first half of the fiscal year, staff has prepared updated projections for General Fund revenue and expenditures through the end of the fiscal year.

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- General Fund revenues are currently projected at \$102.97 million, or \$2.95 million (2.95%) above the amended budget of \$100.02 million.
- General Fund expenditures are projected to end the year at \$98.38 million, or \$6.09 million (5.83%) below the amended budget.

	Adopted FY2023-24 Budget	Amended FY2023- 24 Budget	Actual Results Thru 12/31/23	Encumbrances	% of Amended FY2023- 24 Budget	Year-End Projections	Projected Variance \$	Variance %
Revenues	\$100.02	\$100.02	\$42.90		42.9%	\$102.97	\$2.95	2.95%
Expenses	\$100.04	\$104.47	\$49.95	\$0.88	47.8%	\$98.38	(\$6.09)	(5.83%)
Net	(\$0.02)	(\$4.45)	(\$7.05)			\$4.59	\$9.04	

General Fund Revenues. Major contributors to the projected favorable result for General Fund revenues are Property Taxes and Interest Earnings. All other major General Fund revenues categories combine to yield year-end projections consistent with budget estimates.

- Property Tax revenues are projected to end the year at \$20.19 million, or \$1.20 million (6.3%) over the FY 2023-24 budget of \$18.98.
- Interest Earnings (Use of Money) are projected to end the year at \$2.0 million, or \$1.58 million over the FY 2023-24 budget estimate of \$0.46 million.
- Combined Sales Tax revenues, including Measure E and Measure R, are projected to end the year at \$44.53 million which is 99.6% of the FY 2023-24 budget figure of \$44.73 million.
- Better than anticipated Transient Occupancy (Hotel) Tax revenues are projected to end the year at \$3.9 million or \$800,000 above budget, while Property Transfer and Supplemental Property Taxes are currently projected to end the year a combined \$800,000 under budget. The latter is largely attributable to a slow-down in the real estate resale market.

General Fund Expenditures. As was the case in the prior fiscal year, the single largest contributor to General Fund expenditures projected to be under budget is personnel costs savings resulting from the large number of vacancies across all city departments. General Fund Personnel Costs are projected to end the year \$5.3 million (or 7.73%) below the FY 2023-24 budget of \$68.57 million. This represents nearly 90% of the projected budget variance of \$6.09 million for overall General Fund expenditures.

These Mid-Year General Fund revenue and expenditure projections yield a net \$9.04 million favorable variance to the projected year-end fund balance. This one-time funding source is anticipated to be recommended for allocation to priority one-time needs as part of the year-end close, subject formal action by the City Council at that time. Staff's preliminary recommendations for allocation of available year-end fund balance include:

- One-time costs associated with pending successor labor agreements,
- Capital Improvement Program support (priority projects),
- Liability / Self-Insurance Fund set-aside, and
- Funding to support implementation of the City's new Enterprise Resource Planning (ERP) System

Specific recommendations will be provided to the City Council in June, concurrent with the year-end close adjustments as well as the proposed FY 2024-25 budget.

Attachments A through D to this report present additional details related to the revenue and expenditure results through the second quarter of FY 2023-24.

Mid-Year Personnel Changes:

Periodically, the Human Resources Department seeks to establish, reallocate, or delete positions to reorganize or restructure staffing to deliver City services and programs more effectively. As a result of this review, and in conjunction with the filling of the Director of Community Development vacancy, the Community Development Department and Economic Development Department are being consolidated.

With the City Council priorities focused on neighborhood and economic vitality and housing, the collaboration between the Community Development and the Economic Development departments has been apparent over the past few years through multiple cross-projects and programs. Combining the skillsets between the two departments allows for greater collaboration, resource depth, and efficiencies for city operations. In addition, the expanded five department core functions of planning, building, code enforcement, housing, and economic development allows for cross-training and skill development for staff. Merging the departments will also provide for a more streamlined approach to housing production and major project development. This new department will have a clear mission related to community priorities and the reorganization will not result in an increased headcount due to the consolidation of related services under one strong management team.

To support this consolidation, the Human Resources Department has developed revised job titles, descriptions, and salary ranges for selected classifications.

City Council action is being requested via this agenda item to:

1. Amend the Executive Salary Schedule to reflect the new classification of Director of Community and Economic Development, and
2. Amend the Mid-Management Salary Schedule to reflect the new classification of Assistant Director of Community and Economic Development.

The Mid-Management Employee Association has been notified of these proposed personnel changes and staff will meet all requirements of the Meyers Milias Brown Act (MMBA) prior to implementing this change.

FISCAL IMPACT:

The Mid-Year Budget Update includes financial results through the second quarter of the fiscal year as measured against the approved FY 2023-24 amended budget which provides for authorized expenditure appropriations of \$211,581,188 supported by projected revenues of \$177,119,653 as well as the use of available fund balances, across all funds. The approved FY 2023-24 General Fund budget provides for expenditure appropriations of \$104,465,324 supported by projected revenues of \$100,017,059 along with available fund balance.

The proposed personnel changes associated with the consolidation of the Community Development Department and the Economic Development Department result in a modest budget impact for the current fiscal year of \$17,000. These costs are expected to be fully absorbed through projected salary savings

within the department. Annualized increased costs are estimated at \$70,000 and will be incorporated into the FY 2024-25 budget for the Department of Community and Economic Development.

RECOMMENDED ACTION:

Staff recommends that the City Council:

- 1) Accept the FY 2023-24 Mid-Year Budget Update presenting revenue and expenditure results through the second quarter of the current fiscal year (through the accounting period ended December 31, 2023), and
- 2) Adopt the resolution authorizing amendments to Salary Schedules to reflect FY2023-24 Mid-Year Personnel Changes.

ATTACHMENTS:

1. Attachment A – All Funds Revenue and Expenditure Results (through December 31, 2023)
2. Attachment B – General Fund Revenue and Expenditure Results (through December 31, 2023)
3. Attachment C – FY 2023-24 Revenues by Fund
4. Attachment D – FY 2023-24 Expenditures by Fund
5. Attachment E – Resolution
6. Attachment F – Proposed personnel changes
 - a. Executive salary schedule
 - b. Mid Management salary schedule
 - c. Director of Community and Economic Development job description
 - d. Assistant Director of Community and Economic Development job description

ATTACHMENT A

**FY 2023-24 Q2 Budget Update
All Funds Revenues and Expenditures**

**Table 1
FY 2023-24 All Fund Revenues and Transfers-In by Fund Type**

Fund Type	Adopted Budget FY24	Adjusted Budget FY24	Actual Thru Dec FY24	Budget %
General Fund	100,017,059	100,017,059	42,898,702	42.9%
Special Revenue Funds	46,954,882	50,332,418	22,822,281	45.3%
Capital Funds	-	4,240,000	4,345,456	102.5%
Enterprise Funds	4,600,010	4,600,010	2,274,079	49.4%
Internal Service Funds	17,830,166	17,830,166	9,194,046	51.6%
Fiduciary Funds	-	100,000	225,043	225.0%
Grand Total	169,402,117.32	177,119,653.32	81,759,608.07	46.2%

- All Funds revenues through the second quarter of FY 2023-24 were \$81.76 million or 46.2% of the amended revenue budget of \$177.12 million.

**Table 2
FY 2023-24 All Fund Expenditures and Transfers-Out by Fund Type**

Fund Type	Adopted Budget FY24	Adjusted Budget FY24	Actual Thru Dec FY24	Encumbrances	Budget %
General Fund	100,041,123	104,465,324	49,945,937	875,600	47.8%
Special Revenue Funds	63,826,608	72,172,905	22,536,914	16,601,306	31.2%
Capital Funds	2,645,760	3,763,664	303,588	1,377,906	8.1%
Enterprise Funds	4,973,452	4,973,452	2,171,482	9,551	43.7%
Internal Service Funds	22,152,838	24,237,873	12,738,190	3,265,514	52.6%
Fiduciary Funds	1,967,970	1,967,970	219,334	-	11.1%
Grand Total	195,607,751	211,581,188	87,915,445	22,129,877	41.6%

- All Funds expenditures through the second quarter of FY 2023-24 totaled \$87.92 million. This, combined with an additional \$22.13 million in encumbrances related to executed contracts and purchase orders, represents 41.6% of the amended expenditure budget of \$211.58 million.

**Table 3
FY 2023-24 All Fund Expenditures and Transfers-Out by Department**

Department Name	Adopted Budget FY24	Adjusted Budget FY24	Actual Thru Dec FY24	Encumbrances	Budget %
10 - Finance Department	16,550,388	20,890,388	11,650,252	5,967	55.8%
12 - City Manager/City Council Department	3,618,369	4,530,512	1,909,394	232,657	42.1%
13 - City Clerk Department	581,169	581,169	295,850	-	50.9%
14 - Management Services Department	24,164,239	26,431,394	14,643,191	1,984,589	55.4%
15 - City Attorney Department	1,327,403	1,327,403	534,377	119,765	40.3%
16 - Comm. Development Department	9,233,460	10,683,460	2,761,068	260,311	25.8%
31 - Police Department	28,517,599	28,675,598	13,096,669	-	45.7%
33 - Fire Department	35,594,756	35,594,756	16,702,588	113,464	46.9%
44 - Public Works Department	54,923,508	61,769,648	19,543,846	18,689,969	31.6%
51 - Library Department	11,051,698	11,051,698	2,266,735	317,352	20.5%
66 - Community Services Department	9,117,457	9,117,457	4,130,809	384,153	45.3%
90 - Redevelopment Agency Department	927,704	927,704	380,666	21,652	41.0%
Grand Total	195,607,751	211,581,188	87,915,445	22,129,877	41.6%

- All Departments are tracking within budget through the first six months of the fiscal year.
- The Adjusted FY2023-24 budget reflects budget augmentations totaling \$15.97 million approved by the City Council following the adoption of the original budget. Significant budget augmentations have included:
 - Rollover of FY 2022-23 encumbered appropriations totaling \$1.57 (various funds) related to contracts and purchase orders executed in the prior fiscal year.
 - Housing Trust Fund appropriations totaling \$1.45 million supporting grants and loans approved under the 2023 NOFA.
 - Gas Tax supplemental appropriations (\$1.19 million) supporting FY 2023-24 pavement maintenance program contracts.
 - Transfers totaling \$6.93 million:
 - General Fund – Transfers to Other Funds totaling \$4.42 million; primarily reflecting a transfer to the Capital Improvement Fund (410) of ARPA funds being set aside as a grant match for the Pickleweed Park Field Renovation project.
 - Liability Fund transfers totaling \$2.1 million to the Stormwater Fund (205) and Gas Tax Fund (206) supporting capital projects.

ATTACHMENT B

FY 2023-24 Q2 Budget Update
General Fund Revenues and Expenditures

**Table 4
FY 2023-24 General Fund Revenues and Transfers-In**

Revenue Category	Adopted Budget FY24	Adjusted Budget FY24	Actual Thru Dec FY24	Budget %
Taxes				
1101 - Property Tax (Current Secured]	18,983,496	18,983,496	11,103,329	58.5%
1102 - Property Tax [Current Unsecured]	400,000	400,000	379,969	95.0%
1104 - Supplemental Tax	550,000	550,000	112,672	20.5%
1107 - E.R.A.F.	3,348,000	3,348,000	2,120,119	63.3%
1110 - Franchise Fee: Refuse	2,660,000	2,660,000	1,183,102	44.5%
1111 - Sales & Use Taxes	25,414,990	25,414,990	8,382,838	33.0%
1112 - Franchise Tax	1,610,000	1,610,000	214,968	13.4%
1113 - Transient Occupancy Tax	3,100,000	3,100,000	1,360,002	43.9%
1115 - Business License Tax	2,600,000	2,600,000	599,014	23.0%
1116 - Measure S - Use Tax (TUT)	-	-	5,227	0.0%
1117 - Measure E - Use Tax (TUT)	14,487,000	14,487,000	4,954,723	34.2%
1121 - Property Transfer Tax	1,800,000	1,800,000	576,080	32.0%
1124 - Unitary Tax	270,000	270,000	-	0.0%
1129 - Measure R - Use Tax (TUT)	4,829,000	4,829,000	1,622,978	33.6%
1150 - Business License Tax (Prior Years)	2,000	2,000	-	0.0%
Taxes Total	80,054,486	80,054,486	32,615,021	40.7%
2X00 - Licenses & Permits	2,855,788	2,855,788	1,668,578	58.4%
3300 - Citation Collections	135,000	135,000	53,277	39.5%
3400 - Fines & Forfeitures	77,740	77,740	55,830	71.8%
4400 - Use Of Money	456,900	456,900	1,246,815	272.9%
5500 - Intergovernmental	11,369,421	11,369,421	5,183,044	45.6%
6000 - Charges For Services	-	-	-	0.0%
6300 - Development Fees	2,061,394	2,061,394	858,563	41.6%
6600 - Project Review Fees	447,145	447,145	146,481	32.8%
6700 - False Alarm Fees	137,000	137,000	69,653	50.8%
6800 - Duplication Costs	100	100	3,541	3540.9%
6900 - Business Tax Processing	125	125	75	60.0%
7700 - Other	594,500	594,500	424,250	71.4%
7900 - Transfers	1,827,461	1,827,461	573,574	31.4%
Grand Total	100,017,059	100,017,059	42,898,702	42.9%

- General Fund revenues through the second quarter of FY 2023-24 totaled \$42.90 million, or 42.9% of the approved budget of \$100.02 million.
 - Most categories of General Fund revenues appear to be tracking at, or above, the expected budget through the second quarter of the fiscal year.
 - Property tax revenues are tracking slightly ahead of budget, consistent with overall growth in assessed values, as reported by the County Assessor’s Office.
 - Transient Occupancy (Hotel) Tax revenues are well ahead of budget reflecting both a strong rebound in hotel occupancy as well as the performance of a new hotel property (AC Marriott).
 - Use of Money (Interest Earnings) recorded through the first half of the fiscal year has already exceeded the budget estimate. It is expected to continue strong performance through the remainder of the fiscal year. These results are attributable to the current interest rate environment and the re-balancing of the City’s investment portfolio as investments mature.

- Selected General Fund revenues that appear to be lagging budget estimates through the first two quarters include:
 - Sales and Use Tax, and Transaction and Use Taxes (Measures E and R), reflect receipts through November 2023 due to the lag-time in collections.
 - Franchise Fees and Taxes also reflect partial payments through December 2023 due to the delay in payments accounting for activity through the first six months of the fiscal year. As such, these are expected to end the year consistent with the budget.
 - Development Fees are tracking below budget (41.6%) but are expected to pick up in the second half of the fiscal year, reflecting seasonality in these revenues.

**Table 5
FY 2023-24 General Fund Expenditures and Transfers-Out by Category**

Expenditure Category	Adopted Budget FY24	Adjusted Budget FY24	Actual Thru Dec FY24	Encumbrances	Budget %
8100 - Salaries & Wages	38,657,208	38,657,208	18,429,038	-	47.7%
8300 - Fringe Benefits	29,916,522	29,916,522	13,098,758	-	43.8%
9200 - Services	11,741,504	11,741,504	4,433,827	631,571	37.8%
9300 - Supplies	1,312,842	1,312,842	687,884	21,531	52.4%
9400 - Utilities/Communication	1,596,150	1,596,150	819,203	-	51.3%
9500 - Other	1,238,871	1,238,871	784,259	222,497	63.3%
9600 - Debt Services	5,248,727	5,248,727	1,739,850	-	33.1%
9700 - Assets-Purchase/Cost	122,776	122,776	82,000	-	66.8%
9900 - Transfer Out & Internal Srv Charges	10,206,523	14,630,724	9,871,119	-	67.5%
Grand Total	100,041,123	104,465,324	49,945,937	875,600	47.8%

- General Fund expenditures through the second quarter of FY 2023-24 were recorded at \$49.95 million. Combined with encumbrances of \$0.88 million, this represents a combined commitment of \$47.8% of the adjusted budget of \$104.47 million.
 - Through the second quarter, results across most expenditure categories are tracking within budget. Personnel costs are trending slightly below budget due to ongoing vacancies in selected departments.
 - Departmental expenditures appear to be within budget, accounting for selected professional services contracts that reflect as encumbered appropriations as of the end of the second quarter.

**Table 6
FY 2023-24 General Fund Expenditures and Transfers-Out by Department**

Department Name	Adopted Budget FY24	Adjusted Budget FY24	Actual Thru Dec FY24	Encumbrances	Budget %
10 - Finance Department	15,919,139	20,259,139	10,840,953	5,967	53.5%
12 - City Manager/City Council Department	3,247,603	3,247,603	1,708,938	26,528	52.6%
13 - City Clerk Department	581,169	581,169	295,850	-	50.9%
14 - Management Services Department	2,673,580	2,673,580	1,440,922	20,813	53.9%
15 - City Attorney Department	1,211,301	1,211,301	476,607	119,765	39.3%
16 - Comm. Development Department	6,686,641	6,686,641	2,450,855	260,311	36.7%
31 - Police Department	26,818,488	26,818,488	12,521,893	-	46.7%
33 - Fire Department	23,570,763	23,570,763	10,994,536	10,828	46.6%
44 - Public Works Department	15,125,013	15,209,214	7,212,854	409,737	47.4%
51 - Library Department	3,392,971	3,392,971	1,712,020	-	50.5%
90 - Redevelopment Agency Department	814,455	814,455	290,509	21,652	35.7%
Grand Total	100,041,123	104,465,324	49,945,937	875,600	47.8%

**ATTACHMENT C
FY 2023-24 Revenues by Fund**

Row Labels	Adopted Budget FY24	Current Budget FY24	Actual Thru Dec 2024	Budget %
General Fund				
001 - General Fund	100,017,059	100,017,059	42,898,702	42.9%
General Fund Total	100,017,059	100,017,059	42,898,702	42.9%
Special Revenue Funds				
200 - Abandoned Vehicle Abatement	165,000	165,000	87,202	52.8%
202 - Asset Seizure Fund	-	-	-	0.0%
204 - Crime Prevention	-	-	-	0.0%
205 - Stomwater Fund	830,000	2,065,035	1,729,826	83.8%
206 - Gas Tax Fund	12,896,327	13,746,327	8,408,251	61.2%
207 - Development Services Fund	-	-	-	0.0%
208 - Childcare Fund	3,261,400	3,261,400	1,570,099	48.1%
210 - Emergency Medical Services	8,949,660	8,949,660	4,561,569	51.0%
214 - Library Fund	2,934,914	2,934,914	22,012	0.7%
215 - Library Special Assessment Fund	1,167,507	1,167,507	646,976	55.4%
216 - Measure G - Cannabis	225,000	225,000	64,075	28.5%
217 - State Lands	39,000	39,000	40,479	103.8%
218 - General Plan Special Revenue Fund	2,611,969	2,611,969	453,835	17.4%
222 - Recreation Revolving Fund	4,348,345	4,348,345	2,129,449	49.0%
223 - Household Hazardous Waste Fund	-	-	7,320	0.0%
227 - Sewer Maintenance Fund	3,152,947	3,152,947	294,226	9.3%
230 - Police Youth Services Fund	15,000	15,000	-	0.0%
234 - Pt. San Pedro-Maintenance Portion	158,000	158,000	73,539	46.5%
235 - Baypoint Lagoon A. D. Fund	25,368	25,368	15,371	60.6%
236 - Loch Lomond CFD #10	25,000	25,000	21,196	84.8%
237 - Loch Lomond-Marina CFD #2	223,119	223,119	5,522	2.5%
240 - Parkland Dedication Fund	-	-	2,274	0.0%
241 - Measure A Open Space Fund	549,878	549,878	2,859	0.5%
242 - Measure C Wildfire Prevention Parcel Tax	1,956,238	1,956,238	133,935	6.8%
243 - Affordable Housing In-Lieu-SR	866,051	866,051	525,719	60.7%
245 - Housing & Parking In Lieu	-	-	2,153	0.0%
246 - East SR Traffic Mitigation	575,000	994,000	1,156,223	116.3%
260 - Childcare Preschool Grant Fund	598,207	598,207	386,742	64.7%
281 - Grant Fund - Safety	538,000	683,099	128,470	18.8%
283 - Grants Fund - Other	842,952	1,571,354	352,959	22.5%
Special Revenue Funds Total	46,954,882	50,332,418	22,822,281	45.3%
Capital Funds				
401 - Capital Improvement Fund-City	-	4,240,000	4,312,231	101.7%
405 - Open Space Fund	-	-	753	0.0%
406 - Parks & Rec. Facility Mtce. Fund	-	-	3,079	0.0%
407 - Parks Capital Improvements Fund	-	-	-	0.0%
410 - Special Assessment Bond Fund	-	-	-	0.0%
420 - Measure E-Public Safety Facility	-	-	24,088	0.0%
495 - Successor RDA-L & M Housing-City	-	-	5,305	0.0%
Capital Funds Total	-	4,240,000	4,345,456	102.5%
Enterprise Funds				
501 - Parking Services Fund	4,600,010	4,600,010	2,274,079	49.4%
Enterprise Funds Total	4,600,010	4,600,010	2,274,079	49.4%
Internal Service Funds				
600 - Vehicles Replacement Fund	1,024,336	1,024,336	590,009	57.6%
601 - Technology Fund	2,369,933	2,369,933	1,255,503	53.0%
602 - Fire Equipment Replacement Fund	131,000	131,000	72,521	55.4%
603 - Building Maintenance Fund	2,000,000	2,000,000	1,031,904	51.6%
604 - Employee Benefits Fund	1,000,000	1,000,000	1,984,581	198.5%
605 - Liability Insurance Fund	2,364,880	2,364,880	1,199,815	50.7%
606 - Workers Compensation Fund	3,676,730	3,676,730	1,345,817	36.6%
607 - Dental Insurance Fund	548,690	548,690	238,894	43.5%
608 - Radio Replacement Fund	450,001	450,001	227,100	50.5%
609 - Communication Replacement Fund	773,763	773,763	388,658	50.2%
611 - Employee Retirement Fund	-	-	357,454	0.0%
612 - Retiree Health Benefit (OPEB) Fund	3,450,833	3,450,833	478,900	13.9%
613 - Police Equipment Replacement Fund	40,000	40,000	22,891	57.2%
Internal Service Funds Total	17,830,166	17,830,166	9,194,046	51.6%
Fiduciary Funds				
490 - Successor Agency-Trust Fund	-	-	-	0.0%
710 - Business Improvement District	-	100,000	100,000	100.0%
712 - Library Fiduciary Fund	-	-	15,193	0.0%
713 - OPEB Trust-Retiree Medical Agency Fund	-	-	-	0.0%
714 - Pt. San Pedro Assessment District	-	-	109,851	0.0%
Fiduciary Funds Total	-	100,000	225,043	225.0%
Grand Total	169,402,117	177,119,653	81,759,608	46.2%

**ATTCHMENT D
FY 2023-24 Expenditures by Fund**

Row Labels	Adopted Budget FY24	Current Budget FY24	Actual Thru Dec 2024	Sum of Encumbrances	Budget %
General Fund					
001 - General Fund	100,041,123	104,465,324	49,945,937	875,600	47.8%
General Fund Total	100,041,123	104,465,324	49,945,937	875,600	47.8%
Special Revenue Funds					
200 - Abandoned Vehicle Abatement	175,720	175,720	88,226	-	50.2%
205 - Stormwater Fund	8,699,777	9,934,812	2,691,577	5,349,728	27.1%
206 - Gas Tax Fund	19,790,000	22,549,000	6,947,816	8,658,984	30.8%
208 - Childcare Fund	3,254,963	3,254,963	1,495,715	-	46.0%
210 - Emergency Medical Services	9,693,071	9,693,071	4,442,295	1,000	45.8%
214 - Library Fund	4,120,000	4,120,000	10,547	317,352	0.3%
215 - Library Special Assessment Fund	1,628,627	1,628,627	544,167	-	33.4%
216 - Measure G - Cannabis	180,246	180,246	69,792	-	38.7%
218 - General Plan Special Revenue Fund	2,344,819	2,344,819	211,718	-	9.0%
222 - Recreation Revolving Fund	4,523,001	4,523,001	2,198,762	5,834	48.6%
223 - Household Hazardous Waste Fund	119,103	119,103	-	9,410	0.0%
227 - Sewer Maintenance Fund	3,152,947	3,152,947	1,269,682	-	40.3%
230 - Police Youth Services Fund	40,005	40,005	2,342	-	5.9%
234 - Pt. San Pedro-Maintenance Portion	183,186	183,186	67,133	-	36.6%
235 - Baypoint Lagoon A.D. Fund	212,700	212,700	4,917	-	2.3%
236 - Loch Lomond CFD #10	18,855	18,855	9,113	-	48.3%
237 - Loch Lomond-Marina CFD #2	135,030	135,030	38,831	-	28.8%
241 - Measure A Open Space Fund	665,000	665,000	26,010	80,845	3.9%
242 - Measure C Wildfire Prevention Parcel Tax	2,449,464	2,449,464	1,379,476	17,420	56.3%
243 - Affordable Housing In-Lieu-SR	302,000	1,752,000	91,815	-	5.2%
246 - East SR Traffic Mitigation	725,000	2,375,000	100,400	1,772,486	4.2%
260 - Childcare Preschool Grant Fund	674,493	674,493	345,491	-	51.2%
281 - Grant Fund - Safety	595,394	753,393	244,908	-	32.5%
283 - Grants Fund - Other	143,207	1,237,470	256,181	388,249	20.7%
Special Revenue Funds Total	63,826,608	72,172,905	22,536,914	16,601,306	31.2%
Capital Funds					
401 - Capital Improvement Fund-City	300,000	300,000	55,612	296,791	18.5%
402 - East Francisco Blvd. Mtce Fund	-	-	-	-	0.0%
404 - Mariposa Maintenance Fund	-	-	-	-	0.0%
407 - Parks Capital Improvements Fund	-	-	-	-	0.0%
420 - Measure E-Public Safety Facility	2,250,000	3,367,904	247,976	1,081,115	7.4%
495 - Successor RDA-L & M Housing-City	95,760	95,760	-	-	0.0%
Capital Funds Total	2,645,760	3,763,664	303,588	1,377,906	8.1%
Enterprise Funds					
501 - Parking Services Fund	4,973,452	4,973,452	2,171,482	9,551	43.7%
Enterprise Funds Total	4,973,452	4,973,452	2,171,482	9,551	43.7%
Internal Service Funds					
600 - Vehicles Replacement Fund	3,531,000	3,531,000	962,008	1,412,519	27.2%
601 - Technology Fund	3,459,183	3,459,183	1,053,468	1,525,106	30.5%
602 - Fire Equipment Replacement Fund	131,000	131,000	-	74,806	0.0%
603 - Building Maintenance Fund	800,000	800,000	757	6,083	0.1%
604 - Employee Benefits Fund	1,181,309	1,181,309	714,424	150,000	60.5%
605 - Liability Insurance Fund	3,373,815	5,458,850	6,109,864	-	111.9%
606 - Workers Compensation Fund	3,523,453	3,523,453	1,158,761	-	32.9%
607 - Dental Insurance Fund	495,000	495,000	200,788	-	40.6%
608 - Radio Replacement Fund	410,000	410,000	503,170	-	122.7%
609 - Communication Replacement Fund	773,764	773,764	254,507	97,000	32.9%
611 - Employee Retirement Fund	684,313	684,313	-	-	0.0%
612 - Retiree Health Benefit (OPEB) Fund	3,660,000	3,660,000	1,720,612	-	47.0%
613 - Police Equipment Replacement Fund	130,000	130,000	59,829	-	46.0%
Internal Service Funds Total	22,152,838	24,237,873	12,738,190	3,265,514	52.6%
Fiduciary Funds					
490 - Successor Agency-Trust Fund	57,870	57,870	63,742	-	110.1%
710 - Business Improvement District	-	-	50,000	-	0.0%
712 - Library Fiduciary Fund	1,910,100	1,910,100	-	-	0.0%
713 - OPEB Trust-Retiree Medical Agency Fund	-	-	-	-	0.0%
714 - Pt. San Pedro Assessment District	-	-	105,592	-	0.0%
Fiduciary Funds Total	1,967,970	1,967,970	219,334	-	11.1%
Grand Total	195,607,751	211,581,188	87,915,445	22,129,877	41.6%

RESOLUTION NO.

**RESOLUTION OF THE SAN RAFAEL CITY COUNCIL AUTHORIZING
AMENDMENTS TO SALARY SCHEDULES TO REFLECT
FY 2023-24 MID-YEAR PERSONNEL CHANGES**

WHEREAS, the City recognizes the benefit to City operations and services by combining the Community Development and Economic Development Departments to allow for improved service delivery, innovation and collaboration; and

WHEREAS, as a result of this organizational consolidation the Human Resources Department has developed new position titles, job descriptions and salary ranges for selected classifications; and

NOW, THEREFORE BE IT RESOLVED, that the City Council of the City of San Rafael hereby authorizes amendments to the Executive Salary Schedule to reflect the classification of Director of Community & Economic Development as well as the amendment to the Mid-Management Salary Schedules to reflect the new classification of Assistant Director of Community & Economic Development, to be effective March 4, 2024.

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 the City of San Rafael, held on Monday, the 4th day of March 2024, by the following vote, to wit:

AYES: **Councilmembers:**
NOES: **Councilmembers:**
ABSENT: **Councilmembers:**

Lindsay Lara, City Clerk

**SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT
SALARY SCHEDULE
Effective March 4, 2024**

Grade	Position	A	B	C	D	E	
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	Director of Community & Economic Development	\$ 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	

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

**Position title reclassified from Community Development Director; salary range unchanged.

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

SAN RAFAEL UNREPRESENTED MID-MANAGEMENT

SALARY SCHEDULE

Effective March 4, 2024

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
TBD	Assistant Community & Economic Development Director**	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371	\$ 16,139
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
4213	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
2137	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
2206	Principal Civil Engineer (SRSD)	\$ 13,404	\$ 14,074	\$ 14,778	\$ 15,517	\$ 16,293
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
TBD	Risk Manager*	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
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

*Approved by Resolution 15270 on January 16, 2024; position recruitment in progress.

** Assistant Director of Community & Economic Development added;

**City of San Rafael
Job Class Specification**

Job Title: Director of Community and Economic Development

SUMMARY

The Director of Community and Economic Development is responsible for the planning, administration, and operation of the City's community and economic development activities; performs responsible and innovative administrative management in support of the City's goals and objectives; and is a member of the City's executive management team.

Under general direction of the City Manager, develops, implements, coordinates and directs community and economic development activities of the City including current and advance planning, development and environmental review, zoning, housing, code enforcement, building safety and inspection, plan checking/permit services, transportation planning, and economic development; addresses all aspects of community growth, encourages business retention, attraction and expansion; provides financial, technical, and administrative assistance in the areas of community and economic development; coordinates assigned activities with other City departments, officials, outside agencies, and the public; fosters cooperative working relationships among City departments and with intergovernmental and regulatory agencies and various public and private groups; provides highly responsible and complex professional assistance to the City Manager in areas of expertise and other special projects; and performs other duties as assigned.

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.

- Determines and justifies departmental goals and related personnel and financial resources needed; ensures accomplishment of departmental goals; and the coordination of department's activities with City goals.
- Administers the department budget; participates in the forecast of revenue, expenses and additional funds needed; guides subordinate staff in developing and administering fiscally responsible budgets; carries out departmental functions in the most cost effective ways
- Directs, oversees and participates in the development of the department's work plan; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Selects, trains, motivates, and evaluates staff; provides or coordinates staff training; works with employee to correct deficiencies; conducts performance evaluations; implements performance plans; and implements discipline and termination procedures as needed.
- Represents the department to other City departments, the community and outside groups and agencies; explains and interprets departmental programs, policies, and activities; participates in and speaks at professional and public meetings and organizations; provides technical assistance as necessary.

- Provides administrative support for the Planning Commission and Design Review Committee; serves as the City's Zoning Administrator, makes presentations to City Council and other groups concerning community and economic development projects and programs.
- Consults with and advises the City Manager, Assistant City Manager and other City officials regarding community and economic development and administration of plans, policies, and regulations and related activities within the City
- Selects, supervises and evaluates work of consultants and integrates consultants' work into division work program
- Monitors Federal and State legislative activity that pertains to programs and operations germane to the City
- Oversees the preparation of environmental impact evaluations on proposed projects as required by the California Environmental Quality Act (CEQA), including special studies. Develops, maintains, implements, and interprets the comprehensive General Plan, master/specific plans, environmental impact reports, capital improvement plans and other applicable planning areas
- Act as the City's point of contact for Economic Development related workforce development programs and activities
- Directs professional staff in the review, analysis, and assessment of development proposals; develops and presents recommendations on a variety of permits, maps, ordinances, zone changes, and applications
- Leads, coordinates and monitors the development review process for the City
- Develops and administers citywide economic development and revitalization strategies and programs, conducts economic studies, needs assessments, research and financial analyses; researches and analyzes business community demographics; compiles and updates an economic development database, including establishing and maintaining a real estate inventory, land costs, lease rates and related records for businesses; keeps abreast of current trends affecting business development
- Develops and markets techniques, strategies, programs, and promotional material to stimulate retail and light commercial industrial, and related business activity
- Act as City liaison with business community and discusses issues concerning business retention and attraction, financing and other economic issues with interested parties; provides opinions and suggestions from these parties to City staff and officials
- Assists in analyzing proposed development and community projects for financial feasibility and impacts on City businesses and residents
- Negotiates and resolves difficult, complex and/or sensitive citizen complaints or problems concerning activities of the department
- Negotiates development agreements with proponents of private development projects
- Administers enforcement of land use and building codes and prepares proposed code revisions as necessary
- Prepares and monitors project budgets and expenditures; develops project timetables and work programs; researches and analyzes complex data; evaluates alternatives and makes recommendations
- Performs general administrative activities including preparing, negotiating and administering contracts, agreements, grant applications, requests for proposals and related material
- Prepares and presents clear and concise written and oral reports to residents, the business community, and government officials
- Attends and makes presentations at meetings during day, evening, and occasional weekend hours
- Attends off-site meetings during day, evening, and occasional weekend hours
- Acts for the City Manager and performs related duties as assigned

ABILITY TO:

- Plan, organize and direct activities of a community and economic development department; review and interpret planning, zoning, land development/infrastructure, code enforcement and building permitting, plan review and inspection activities; identify and resolve a wide variety of interests in the development of land use policy; work effectively with business and community leaders, developers, residents and merchant groups, other City staff in planning, developing and implementing economic development and business attraction, retention and expansion programs; analyze economic studies, financial statements, marketing studies, plans, specifications, and bid documents; skillfully represent the agency in all types of contract negotiations, compile and analyze data pertaining to downtown revitalization
- Manage the department's operations and activities and direct the work of employees; conduct, analyze, and make recommendations on a variety of administrative activities; prepare and administer budgets; interpret and effectively apply pertinent aspects of related Federal and State laws and regulations; communicate skillfully and effectively orally and in writing; and establish and maintain cooperative and effective relationships with those contacted in the course of work
- Understand, interpret, apply and explain laws, regulations, policies and professional practices; develop and direct implementation of new/changed organizational systems; learn and apply related City and departmental policies and practices; analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals; interpret political and administrative direction and incorporate into operational policy and procedures; prepare narrative, statistical and technical reports; analyze existing systems, processes, and procedures and modify/develop changes as necessary; effectively build and lead teams; plan, organize, and prioritize work assignments; supervise, train, and evaluate personnel; effectively utilize computer applications and technology related to the work and perform database management and spreadsheet functions
- Work successfully with a broad range of people and organizations to accomplish the City's community and economic development goals, represent the City's interests before other agencies; identify and respond to public and City Council issues and concerns; demonstrate political acumen; deal positively with confrontation and controversial issues; and, facilitate community participatory decision making to resolution; work long and varied hours, including evenings and/or weekends if required; work under pressure and time constraints

EDUCATION and/or EXPERIENCE:

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

A Bachelor's degree from an accredited college or university with major coursework in Public or Business Administration, Economics, Urban Planning or a closely related field. A Master's degree is desirable

and

Five (5) years of full time increasingly responsible professional experience in community and economic development management, including three (3) years of administrative supervisory experience, involving program development; business attraction, retention and marketing; real estate development; commercial property brokerage/management; financial analysis; and/or community engagement experience.

Desired: Certification from the American Institute of Certified Planners (AICP), International Economic Development Council (IEDC), or Accredited California Economic Developer (ACE) is highly desirable.

Valid driver's license and satisfactory driving record.

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 is occasionally required to stand; walk; 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, 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 occasionally exposed to outside weather conditions and uses personal vehicle and occasionally works in evenings or on weekends. The noise level in the work environment is usually moderate.

Department:	Community & Economic Development
FLSA Status:	Exempt
Prepared By:	Marissa Sanchez
Prepared Date:	February 2024
Approved By:	City of San Rafael
Approved Date:	February 2024

**City of San Rafael
Job Class Specification**

Job Title: Assistant Director of Community and Economic Development

SUMMARY

The Assistant Director of Community and Economic Development will assist the Director of Community and Economic Development to manage, direct, supervise, and coordinate the activities and operations which involve the divisions of the Community and Economic Development Department, including Planning, Building, Code Enforcement, Housing, and Economic Development divisions; engage with the community on various projects to include forums and neighborhood meetings; serve as liaison to the Planning Commission; serves in the absence of the Director; prepare reports and conduct presentations to Council, Boards, Commissions, and community groups; work cross-departmentally throughout the city and community partners on development and community engagement projects; support development and management of department budget; and perform other related duties.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

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.

- Assist the Director of Community and Economic Development in managing and directing the Community and Economic Development Department.
- Assist in developing department goals and objectives; assist in the development of and implementation of policies and procedures.
- Plan, organize and direct activities of Planning, Building, Code Enforcement, Housing, and Economic Development Divisions.
- Direct, oversee and participate in the development of the divisions work plans; assign work activities, projects, and programs; monitor workflow; review and evaluate work products, methods and procedures.
- Prepare the division's budget; assist in budget implementation; participate in the forecast of additional funds needed for staffing, equipment, materials and supplies; administer the approved budget.
- Recommend the appointment of personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures as required; maintain discipline and high standards necessary for the efficient and professional operation of the department.
- Represent the department to outside agencies and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.
- Research and prepare technical and administrative reports; prepare written correspondence.

- Directs and participates in the pre-development and permit review of major projects including annexations, general plan amendments, re-zonings, major subdivisions, multi-family housing, and non-residential development projects.
- Oversees the processing, review, and scheduling of development applications submitted to the City; ensures result is a thorough, comprehensive project analysis that is consistent with all City codes and ordinances; ensures implementation of the City's General Plan and City Council decisions.
- Develops, maintains, updates, implements, and interprets the City's General Plan, Zoning Ordinance, State Subdivision Map Act, area plans, environmental impact reports, capital improvement plans, and related City codes, ordinances, and policies affecting and/or related to planning and land use issues.
- Serves as the liaison for the Community and Economic Development Department with other divisions, departments, and outside agencies; meets with developers, engineers, architects, businesses and other project proponents to explain City policies, design issues, and City standards relating to project development; negotiates and resolves sensitive and controversial issues.
- Serves as staff on a variety of boards, commissions, and committees including to provide technical and professional advice; schedules items for Planning Commission review and action; prepares and coordinates reports and presentations on current planning issues for City Council, Planning Commission, community groups, and regulatory agencies; ensures timely action on City Council and Planning Commission directives and initiatives.
- Provides responsible staff assistance to the Director of Community and Economic Development; conducts a variety of organizational studies, investigations, and operational studies; recommends modifications to departmental programs, policies, and procedures as appropriate.
- Advises the Director of Community and Economic Development, Planning Commission on aspects of community and economic development and the implementation of the municipal code and other development regulations.
- Develops and maintains records, statistics and reports on department related activities.
- Attends and participates in professional group meetings; maintain awareness of new trends and developments in the field of planning, building, code enforcement, housing and economic development; incorporates new developments as appropriate.
- Responds to and resolves difficult and sensitive citizen inquiries and complaints.
- Represent the City with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Foster an environment that embraces integrity, service, inclusion and collaboration.
- Be an integral team player, which involves flexibility, cooperation, and communication.
- Build and maintain positive working relationships with co-workers, other City employees and the public using principles of good customer service
- Perform related duties as assigned

KNOWLEDGE OF:

Operational characteristics, services, and activities of planning, building, code enforcement, housing, and economic development program functions. Principles and practices of program development and administration. Principles and practices of policy development and implementation. Principles and practices of leadership, customer service, motivation, team building and conflict resolution. Modern principles, practices, and techniques of community and economic development. Land use, physical design, demographic, environmental,

economic, and social concepts as applied to community and economic development. Statistical methods and research techniques applicable to the preparation of municipal planning, building, code enforcement, housing, and economic development studies. Principles and practices of municipal budget preparation and administration. Principles of supervision, training, and performance evaluation. Personnel policies and practices. Pertinent federal, state, and local laws, codes, and regulations. Modern office practices, methods, and computer equipment including relevant software programs. Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.

ABILITY TO:

Organize and direct community and economic development operations, ensuring compliance with City policies and procedures, local, state and federal laws and regulations. Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals. Gain cooperation through discussion and persuasion. Interpret and apply City and department policies, procedures, rules, and regulations. Supervise, train, and evaluate personnel. Oversee and participate in the management of a comprehensive planning program including current and advanced planning activities and projects. Analyze complex planning issues, evaluate alternatives, and reach sound conclusions. Exercise sound independent judgment. Adjust operating procedures as necessary to improve organizational effectiveness. Prepare clear and concise administrative and financial reports. Research, analyze, and evaluate new service delivery methods and techniques. Review and prepare ordinances, resolutions, and other legal documents. Read blueprints, site plans, topography maps, and related documents. Interpret and apply federal, state, and local policies, laws, and regulations. Operate office equipment including computers and supporting word processing, spreadsheet, and database applications. Communicate clearly and concisely, both orally and in writing.

EDUCATION AND EXPERIENCE: Any combination of education, experience, and training that would provide the best qualified candidates. A typical way to obtain the knowledge and abilities would be:

Education: Possession of the equivalent of a bachelor's degree from an accredited college or university with major coursework in urban or regional planning, economics, public administration, or another field of study applicable to the responsibilities and requirements of this job class. Possession of a master's degree is desirable.

Experience: Five (5) years of progressively responsible community and economic development experience, including (2) two years of supervisory experience.

Working Conditions:

Environment: Work is performed primarily in a standard office environment with some travel to different sites; incumbents may be required to work extended hours including evenings and weekends and may be required to travel outside City boundaries to attend meetings.

Physical: Primary functions require sufficient physical ability and mobility to work in an office setting; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull light to moderate amounts of weight;

to operate office equipment requiring repetitive hand movement and fine coordination including use of a computer keyboard; to travel to other locations using various modes of private and commercial transportation; and to verbally communicate to exchange information.

Vision: See in the normal visual range with or without correction.

Hearing: Hear in the normal audio range with or without correction.

Department: Community & Economic Development

FLSA Status: Exempt

Prepared By: Marissa Sanchez

Prepared Date: February 2024

Approved By: City of San Rafael

Approved Date: February 2024

