



Council Agenda Report

From: Thomas Frutchey, City Manager

Subject: Appointment of Marlaine Sanders as Director of the Administrative Services Department

Date: December 5, 2017

Facts

1. Paso Robles Municipal Code section 2.28.050 (A) establishes that the City Manager is empowered to appoint all officers and employees of the City, except that Department Head appointments are to be confirmed by the City Council.
2. The Administrative Services Director position became vacant when Jim Throop left employment with the City in late 2016.
3. The City conducted a recruitment for the position, but did not successfully recruit an acceptable candidate.
4. Although the department is named Administrative Services, it has retained only those functions—including accounting, finance, accounting, budgeting, and utility billing—characteristic of a traditional city Finance Department.
5. Over time, city finance department functions have become increasingly interrelated and interdependent on city personnel and risk management functions. For example, payroll requires the ongoing interaction of finance and personnel staff. Similarly, workers compensation and other risk management activities require the ongoing interaction of finance and personnel staff.
6. Marlaine Sanders started with the City in 2005, and has managed the City's human resources and risk management functions very capably for many years. During this period, some of her notable successes and contributions have included:
 - Human Resources – Developed professional systems to handle all levels of employee recruitment, training and career development in support of a culture of employee excellence.
 - Risk Management – The lead interface with CJPIA / modernization of organization-wide systems to proactively reduce City's risk and liability exposure.
 - Litigation Support – The lead interface with City's legal team to navigate complicated claims.
 - Risk Transfer Measures – Standardized cross-departmental measures used in contracts and cost recovery to minimize City cost exposure.
 - Software Systems – Oversaw and implemented new software systems to better manage payroll and recruitment processes.
 - Labor Contracts – Successful negotiations with labor groups through the great recession to minimize financial risk to the City and maintain positive work relationships.
7. Before coming to the City, Marlaine had extensive accounting and budgeting experience in the private sector.
8. In August, Human Resources and Risk Management programs were merged with the Administrative Services functions, creating a true Administrative Services Department.
9. Marlaine has served capably as Interim Director of the Administrative Services Department, a provisional promotion from her Human Resources Manager position, since that time. The quarterly financial report received by the Council on November 21, some of the recent successful recruitments, and the recent progress on labor agreements, are just some of the accomplishments of Marlaine and the department since then.

10. Since August, Ryan Cornell has served capably as the Accounting Services Manager for the City. Ryan brings a full set of accounting, budgeting, and related skills to the City, effectively complementing Marlaine.
11. Mike Compton continues as the City Treasurer, having also held the Administrative Services Director position for many years prior to Jim Throop.
12. Effective Monday, November 27, the vacant Human Resources Coordinator position has been filled by a newly recruited City employee, Keri Smith. Keri joins Shannon Foutz in providing support to the complex functions of Human Resources and Risk Management programs.
13. Marlaine's new role as Director of Administrative Services creates a vacancy in the Human Resources Manager role. It will be critical to fill the HR Manager position as soon as possible to meet project oversight and workload demands of the HR Division.

Options

1. Take no action;
2. Confirm the appointment of Marlaine Sanders as Administrative Services Department Director.
3. Provide alternative direction to staff;

Analysis and Conclusions

Given Ms. Sanders' broad knowledge and skills in personnel and risk management, she provides capabilities that we have not had previously in the Administrative Services Department. Assisted by a fully capable Accounting Services Manager and additional Human Resources assistance, along with Mike Compton, our City Treasurer, we finally have a highly proficient team to manager the full range of administrative services functions. The only remaining gap is to find someone with extensive human resources and risk management capabilities to manage those programs under Ms. Sanders' direction.

Fiscal Impact

None. No reclassifications or other position changes have been necessary to accomplish this transition.

Recommendation

Confirm the appointment of Marlaine Sanders as Administrative Services Department Director.

Attachments

1. Marlaine Sanders' résumé.

MARLAINE SANDERS

WORK EXPERIENCE

Interim Administrative Services Director July 2017 - present
Human Resources Manager 2005 - 2017
City of Paso Robles, Paso Robles, CA

President 1989 - 2005
San Luis Personnel Services, San Luis Obispo, CA

Accounting/Human Resources Manager 1979 - 1989
Atoll Holdings, Inc., San Luis Obispo, CA

EDUCATION

B.A. Business Administration
University of La Verne
Honors: summa cum laude

CORE PROFESSIONAL COMPETENCIES

- **Human Resources Policy, Process & Systems Design**
- **Recruitment & Selection**
- **Labor/Employee Relations**
- **Compensation & Salary Administration**
- **Grievance Resolution**
- **Payroll Administration**
- **Training & Development**
- **Public Risk Management**
- **Finance/Budgeting**
- **Workers' Compensation Program Administration**
- **General Liability Claims Program Administration**
- **Employee Benefits Administration**
- **Employee Leave Program Administration**
- **Employee Coaching & Mentoring**

MEMBERSHIPS

CaliforniaJPIA Board of Directors (alternate) – current member
Human Resources Association of the Central Coast – current member
Society of Human Resources Management – current member
California Society of Municipal Finance Officers – current member
San Luis Obispo County Employer Advisory Council – former member
San Luis Obispo County Workforce Investment Board – former member