San Rafael is looking for a Digital Service & Open Government Director (Digital Service Director) who will lead City digital initiatives using human-centered design principles, and consider digital equity, transparency, and engagement in order to design services that meet community needs. The demands of the digital era require a new approach to government. The City of San Rafael is on the leading edge of transforming local government information technology with a focus on making services easier to use and more accessible.

This is not your typical IT Director position. Passion and vision are at the heart of Digital Service. San Rafael’s digital team works across all city departments, and partner with organizations outside the city government to effectively meet the needs of departments, employees, and residents. This position oversees a third-party managed service provider, who provides the IT infrastructure and day-to-day desktop support across the organization.

The next Digital Service Director must have experience in and understanding of IT delivery systems, human centered design and product management design. The City of San Rafael is an innovative, forward thinking organization where you will have exceptional opportunities to advance your career, take on exciting projects, and be a part of a dynamic leadership team.
THE CITY

The City is focused on enhancing our community members’ quality of life through well-designed services and a positive workplace culture. San Rafael is the economic and cultural heart of Marin County, and its high quality of life is centered on its commercial districts, engaged neighborhoods, active lifestyle, and natural environment.

San Rafael (population 59,000) is a full-service city with a city council/city manager form of government with 12 departments, more than 400 employees, and an annual budget of $100 million. The City’s vision is to be a vibrant economic and cultural center reflective of its diversity. The City Council is highly engaged, and seeks to strengthen the urban and commercial areas as well as sustain the beautiful natural environment.
SAN RAFAEL’S ORGANIZATIONAL CULTURE framework is an initiative called “TOGETHER SAN RAFAEL.” City employees are our greatest asset, and we seek talented individuals with diverse backgrounds who are creative, curious, and excited about a challenge. We are a results-driven team focused on the needs of community members. The TOGETHER SAN RAFAEL initiative is focused on modernizing City services and increasing the engagement of employees. This initiative recognizes the interconnectedness of the customer and employee experience. TOGETHER SAN RAFAEL is about:

- BRINGING STAFF AND MANAGEMENT TOGETHER to collaborate cross-departmentally.
- CELEBRATING THE INNOVATION happening every day in our departments.
- EMPOWERING ALL CITY EMPLOYEES to share and implement their innovative ideas.

GUIDING PRINCIPLES

Employees across the organization developed our guiding principles. We are integrating these in everything we do, and the Digital Service Director plays a pivotal role in achieving them.

<table>
<thead>
<tr>
<th>Together in Service</th>
<th>Start with Community Needs</th>
<th>Find Something to Say Yes To</th>
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<tbody>
<tr>
<td>• Collaborate across departments</td>
<td>• Cultivate trust</td>
<td>• Take risks and try new things</td>
</tr>
<tr>
<td>• Appreciate diverse perspectives and help others succeed</td>
<td>• Design services with “customer” in mind</td>
<td>• Seek creative solutions</td>
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<tr>
<td>• Assume positive intent</td>
<td>• Convene and co-create</td>
<td>• Create an exceptional customer experience</td>
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<tr>
<th>Reimagine the Status Quo</th>
<th>Practice Openness</th>
<th>Be Mindful</th>
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<tbody>
<tr>
<td>• Find the root problem</td>
<td>• Communicate well and often</td>
<td>• Every interaction creates a story</td>
</tr>
<tr>
<td>• Ask “why” we do it this way</td>
<td>• Be open to change</td>
<td>• Be fiscally responsible</td>
</tr>
<tr>
<td>• “Fail” fast, learn, and try again</td>
<td>• There’s always more to learn</td>
<td>• Honor those we serve with integrity</td>
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We are integrating these principles in everything we do—how we evaluate employees, how we recognize employees, and who we hire. This position plays a key leadership role in this initiative.
The Department—
Digital Service & Open Government

The New Demands of the Digital Era
require a new approach to government. Community expectations of how government communicates, engages, and delivers services are changing. Our response is to assess what is working, what can be improved, and then transform services to meet the needs of people and the expectations of the modern era. To meet this goal, the City formed the Digital Service and Open Government Department (Digital) in 2018. We believe:

- Government should be designed with and for people.
- Data and information empower people to make good decisions.
- Openness and transparency make for better government.
- Building capacity at all levels of the organization is key to sustainable, digital transformation.
- The future of technology infrastructure is agile, adaptable, and accessible.

Passion and Vision
are at the heart of Digital Service. The Department designs processes and programs so that City services are easy to use and work for everyone. Examples of this work:

- Work across City departments to determine what technology can do to support community needs.
- Digital Equity in San Rafael: access to the internet is necessary for so many facets of our lives and the City leads a multi-pronged, cross-sector approach to address digital equity by working with nonprofit, county, education and interagency groups to provide families with hotspots; promote low-cost/free home internet programs; boost WiFi signals at libraries, schools, and community centers; provide Chromebooks to students; and creation of a public Wi-Fi network.
- In partnership with the San Rafael Chamber of Commerce and Downtown Business Improvement District, the City is creating efficient and easy access to information, with a focus on meeting the needs of a diverse constituency.
- Digital Marin: the Digital Services Director participates on a steering committee with the County of Marin’s Information Services and Technology Department, and participates in the development and implementation of a strategic plan for high-speed internet access, and “smart” regional projects across the County.
- And more…

The Digital Service Director Oversees the third-party managed service provider that manages the City’s information technology needs, including infrastructure, security, network, servers and other hardware, software, and help desk services. The City has approximately 100 servers (most are virtual), more than 400 computers/laptops, 20 police vehicle computer systems, 100 wireless access points, 20 firewalls, and more than 60 applications. The Digital Service Director works across the departments to assist in coordinating programs, applications, issues, innovation, disseminate information and communications about IT systems, and systems changes, helps users understand the purpose of decisions made to improve IT services, and assist in prioritizing IT projects for each department and citywide. The Director also assists in changing culture to a more collaborative, inclusive, open and transparent organization where information is easily accessible to employees and constituents.


City’s Digital Workplan at: employees.cityofsanrafael.org/digital-work-plan/

Digital Team Agreement: employees.cityofsanrafael.org/digital-team-agreement/

Articles: employees.cityofsanrafael.org/publications/
THE JOB

This is not a typical IT Director opportunity. This is a Digital Service and Open Government Director who oversees technical experts, but also works across all city departments, and partners with organizations outside the city government to effectively meet the needs of departments, employees, and constituents. San Rafael is looking for a Digital Service & Open Government Director to:

- guide service delivery through human-centered design
- consider digital equity, transparency and engagement, and technology, and how to apply it to community needs
- oversee our third-party vendor/managed service provider who provides IT infrastructure and support across the organization
- oversee an internal staff of five and a $3.7 million operating budget, which includes an approximate technology project fund balance of $1 million

IDEAL CANDIDATE PROFILE

The successful candidate will:

- Have a modern vision of government and drive the Citywide service design and delivery.
- Bring innovation and be open minded to accept new ideas and try new things.
- Have a human centered design approach and introduce this approach to others.
- Look at user needs vs. top down driven needs.
- Bring a background and knowledge of IT systems, with an expertise and focus on digital design, project management, engagement, and vision.
- Ensure all employees and constituents are informed through internal and external communications, including coordinating with public information officer duties.
- Be creative and find new partnerships, resources, and opportunities to get more done with limited resources.
- Bring compassion, authenticity, a sense of humor, optimism, patience, and a can-do attitude to work every day.
- Be a problem solver, flexible, pragmatic, have excellent communication skills that can be applied throughout the organization.
- Demonstrate a history of excellent project and product management skills.
- Engage others and be influential.
- Convene people and value opportunities, relationships, and people.
- Build lasting relationships with others.
- Ensure that the city department and organizational service delivery needs are met and work on external community digital projects.

In addition to the above competencies, our candidate should have sufficient education, training and/or work experience to demonstrate possession of the following knowledge, skills, and abilities, which would typically be acquired through:

- Equivalent to graduation from an accredited college or university with a degree in public policy, public administration, computer science, information technology, communications, or closely related field, and
- Five years of progressively responsible professional experience in the information technology industry, including two years in a management capacity.
- A Master’s Degree is preferred.
COMPENSATION & BENEFITS

The City of San Rafael offers an attractive compensation and benefits program. The range for this position is $145,795–$177,216 annually DOQ/DOE, and a competitive benefits program including:

**CAR ALLOWANCE:** $350/month allowance or a city pool vehicle may be utilized

**RETIREMENT:** The City is a part of the Marin County Employees Retirement Association (MCERA) plan, which offers reciprocity between agencies in CalPERS (this is part of the 37 Act County System); Classic members receive 2% @ 55 formula and PEPRA members receive 2% @ 62 formula, with up to 2% COLA

**HEALTH INSURANCE:** Full flex cafeteria plan which can be applied to a health plan or converted to an Opt-Out cash payment.

**LIFE AND LONG-TERM DISABILITY INSURANCE:** $250,000 basic life and long-term disability is two-thirds of the salary, up to $7,500/month

**DENTAL AND VISION INSURANCE**

**ANNUAL LEAVE:** vacation ranges from 15–25 days (depending on years of service), 12 days sick leave, 10 days administrative leave, 11 holidays and 2 floating days

HOW TO APPLY

This position is open until the needs of the City are met, apply by **DECEMBER 22** for first consideration.

**APPLY AT:** wbrowncreative.com/job-board/

**INTERVIEWS**

Interviews will be held **JANUARY 19 & 20, 2021** (selected candidates will need to be available both days)

**QUESTIONS?**

Please contact your recruiter, **Wendi Brown**, with any questions:

866.929.WBCP (9227) toll free | 541.664.0376 direct

wendi@wbrowncreative.com