

BRYCE
CONSULTING

CITY OF SEBASTOPOL
CLASSIFICATION & COMPENSATION PLAN
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Prepared by
Bryce Consulting
1024 Iron Point Road Suite 100
Folsom, CA 95630
916-974-0199



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SECTION I - INTRODUCTION

The City of Sebastopol retained Bryce Consulting to conduct a Citywide classification and compensation study involving all City positions. This report presents the classification and compensation study results and recommendations for the City. This introductory section of the report addresses the classification and compensation study objectives and methodology.

This report includes:

Section I	Introduction
Section II	Classification Conceptual Framework
Section III	Classification Plan Allocations
Section IV	Class Specifications
Section V	Compensation Survey Parameters
Section VI	Compensation Survey Results
Section VII	Salary Setting Methodology
Section VIII	Addendum

STUDY OBJECTIVES

Classification Study:

In conducting the classification phase of the study, Bryce Consulting, had the following major objectives:

- To systematically describe in the classification plan the kind of work currently performed by employees and the levels of responsibility and difficulty of that work.
- To develop a classification structure that reflects the City's overall classification and compensation strategy and includes a clear definition of terms.
- To allocate each position to the appropriate class based on the duties and responsibilities assigned at the time the position was studied.
- To draft new or revised class specifications.

- To allow for a review process that permits each employee to review the draft classification recommendation and to submit concerns directly to the consultants.

Compensation Study

In conducting the compensation phase of the study, Bryce Consulting, had the following major objectives:

- Recommend an appropriate labor market.
- Recommend classifications to survey.
- Collect and analyze base salary and benefit data for the selected survey classes.
- Develop a salary plan for all City classes using market data and internal relationships to ensure parity to the labor market and internal equity within the organization.

STUDY METHODOLOGY

To achieve the above objectives, the following tasks have occurred:

Classification Study:

- The consultants held a kick-off meeting with executive management to discuss the goals, objectives, process and timeline.
- The consultants conducted an employee orientation with all available employees to discuss the study objectives and procedures. At that time, Position Inventory Questionnaires were distributed to employees to complete regarding their current position. The session was recorded for those that were not able to attend.
- Upon independent completion of the questionnaire by the employees, management reviewed the questionnaires for accuracy and provided additional comments. The consultant then conducted a preliminary analysis of the information provided by the employee and management.
- The consultants conducted interviews with the majority of the employees, in addition to management staff. The purpose of these interviews was to gain clarification and additional information regarding each position.

- Based on the information obtained through the questionnaires and interviews, the consultants analyzed and developed a conceptual classification plan that groups classes into series and levels which are similar in the kind of work performed.
- Thereafter, the consultants drafted new or revised class specifications for each classification. City management then reviewed the draft of the classification plan along with the new or revised class specifications, and then the employees had an opportunity to review the class specifications for their recommended classification. Following the employee review process, the plan was finalized and submitted to the City for review and adoption.

Compensation Study:

- The consultants researched and recommended survey agencies.
- The consultants selected the classifications to be surveyed for compensation purposes, solicited salary and benefit information from the survey, reviewed and analyzed the data, followed up with the survey agencies as needed to gain clarification and developed, and presented the salary and benefit findings to the City.

SECTION II – CLASSIFICATION CONCEPTUAL FRAMEWORK

This section of the report presents a conceptual framework for the classification plan. The classification analysis as applied to positions within the City used sound principles of job evaluation and job analyses. The approach utilized classes that reflect distinct differences in levels and types of work as determined through the use of established allocation factors and class concepts.

The classifications emerging from the analysis represent a carefully designed classification structure tailored to the particular needs of the City. While the City is a relatively stable organization, it is one that needs classes that provide flexibility. Within these job classes are positions that require a full range of knowledge, skills, and abilities to successfully accomplish a wide array of administrative, managerial, professional, technical, maintenance, and administrative support assignments. The class concepts as outlined on the following pages accommodate these diverse needs and requirements in a manner that encourages the highest degree of management flexibility possible. At the same time, these class concepts reflect organizational consistency within job series. Finally, the proposed classifications emphasize the duties performed and responsibility exercised as documented through the job analysis process. This section elaborates upon these, and other classification concepts used to build the proposed classification plan. The concepts addressed include the following:

Classification Levels

Class Series

Flexible Staffing

Titling of Supervisory and Management Job Classes

Class Specification Format

Definitions of Levels of Supervision

Allocation Factors

CLASSIFICATION LEVELS

Position classification represents the grouping of jobs within the City into a systematic classification structure based on the interrelationship of the duties performed, nature and level of responsibilities and other work-related requirements of the jobs. Within the overall classification plan it is possible to generally categorize each classification according to the following possible levels:

Class Level

Trainee

Entry

Journey

Advanced Journey

Supervisor

Section Head

Division Head

Department Head

Within each job family, there may exist a classification at every level or only at selected levels. The levels within a job family reflect the organization and should be tailored to that organization's needs and priorities. For instance, there are areas where it is to the City's advantage to fill positions at a fully working journey level. There is no need for functions to be performed at the entry level. Therefore, there would be no entry level classification in that particular job family. Furthermore, it is important to note that while two given job families may both contain, for example, a journey level classification, the two journey level classes will likely be treated differently for compensation purposes. Distinctions between class levels for all types of job families may be expressed in terms of the general amount of responsibility to be assumed within each class level. The following subsections generally define the responsibilities to be assumed at each class level identified.

Trainee level classes are designed to provide employees with a short-term formal training program in technical or professional work areas in order to prepare for advancement to the next higher level class, often requiring a certification. Once training has occurred, the employee is promoted to the entry-level class and expected to apply the aforementioned training.

Entry level classes are designed to provide an on-the-job training opportunity to an employee who has limited directly related work experience and is not yet prepared to perform the full range of work assigned to the journey level class.

Journey level classes are designed to recognize those positions which require the incumbent to perform a broad range of tasks usually under general supervision. A journey level position is fully trained in the scope of duties associated with this level.

Advanced Journey level classes possess a specialized technical or functional expertise. They typically are assigned significant responsibilities above the journey level, possess specialized knowledge, abilities, skills, and experience, and often exercise independent judgment in the performance of their duties. Advanced journey level classes may provide technical and functional or first-line supervision over lower level positions.

The **Supervisor** level class recognizes full, first-line supervisory positions that plan, assign, and evaluate the work of subordinates and are responsible for a program area within a work unit or department.

The **Section Head** level classes perform second line supervision and provide functional management responsibility for a section within a major division.

The **Division Head** level class recognizes positions with responsibility for a major division within a department. Positions at this level are typically expected to serve as "acting" department directors, as assigned.

The **Department Head** level class recognizes positions with full responsibility for the administration of a department.

CLASS SERIES – OFFICE SUPPORT, MAINTENANCE AND TECHNICAL

A class series is a set of two or more classes within a job family that are closely related in terms of work performed and distinguished primarily by the level of responsibility and scope of duties assumed. Within a class series it is possible to distinguish general categories or levels based upon factors such as the scope of responsibility assumed, the training and experience required to perform assigned duties, and the nature of supervision received and exercised. Also, common titling designations are generally used to clearly define the applicable class level. The following subsections indicate for each of the defined class levels in the office support, maintenance, and technical class series the titling distinctions, scope of duties assumed, the general experience and training required, and the nature of supervision received and exercised which typically reflect each level.

TRAINEE/ENTRY LEVEL – “TRAINEE” OR “I” CLASSES – Trainee and entry level provide on-the-job training to employees with limited related work experience. Assignments are generally limited in scope and are performed within a procedural framework established by higher level employees. As experience is acquired, the employee performs with less immediate supervision.

JOURNEY LEVEL -- "II" OR "NO DESIGNATION" CLASSES -- Journey level classes recognize positions that require the incumbent to work under general supervision and within a framework of established procedures. Incumbents are expected to perform the full range of duties with only occasional instruction or assistance. Positions at this level frequently work outside the immediate proximity of a supervisor. A journey level position is fully trained in the scope of duties associated with this level and work is normally reviewed only on completion and for overall results.

ADVANCED JOURNEY LEVEL -- "SENIOR" OR "FOREMAN" CLASSES -- Advanced journey level classes recognize positions that perform a full range of duties, possess specialized technical or functional expertise, and are assigned specialized duties. They typically are assigned significant responsibilities above the journey level that requires specialized knowledge, abilities, skills, and experience, and often exercise independent judgment in the performance of their duties. Advanced journey positions may exercise technical, functional or lead supervision over lower level positions.

CLASS SERIES - PROFESSIONAL

As with the clerical, maintenance, and technical job families, professional job families may contain classes at the entry through advanced journey levels. Distinctions in levels in professional class series parallel those for other job families but differ in some respects such as scope of duties, supervision, and titling designations, as the following subsections indicates. Typically, professional classes require a Bachelor's degree.

ENTRY LEVEL -- "ASSISTANT" OR "I" CLASSES -- Entry level classes are designed to provide a continuing on-the-job training opportunity to incumbents. This level recognizes the longer learning curve inherent in professional positions and provides incumbents with an opportunity to assume increasing levels of responsibility. Incumbents at this level are expected to perform the less complex work with complete independence and assume increasingly complex tasks associated with the full journey level. They may be expected to provide indirect supervision to clerical or technical staff. Less complex work is normally reviewed only on completion while more complex tasks are performed under direct supervision.

JOURNEY LEVEL -- "ASSOCIATE" OR "II" OR "NO DESIGNATION" CLASSES -- Journey level professional classes pertain to positions that perform a full range of tasks and work under direction within a framework of established procedures. At this level, incumbents work with only occasional instruction or assistance. They may be

expected to provide direct supervision to subordinate clerical or technical staff and indirect supervision to other professional staff. Work is normally reviewed only on completion and for overall results.

ADVANCED JOURNEY LEVEL -- "SENIOR" CLASSES -- Advanced journey professional classes recognize positions assigned significant responsibility above the journey level or positions possessing specialized skill and experience. Positions at this level perform work requiring significant independent judgment. Positions of this level may provide lead or direct supervision to professional, technical and office support staff.

FLEXIBLE STAFFING

Associated with the above described class series is the practice of flexible staffing. The City may choose to flexibly staff positions within a class series containing a trainee and/or entry and a journey level position. Flexible staffing gives the City the flexibility to hire employees at the trainee and/or entry level or the journey level depending upon applicant qualifications and staffing needs. Positions budgeted at the journey level and encompassing full journey level work would normally be filled at the trainee and/or entry level when they become vacant, unless the needs of the City require that the position be filled at the journey level. The distinction between the trainee and/or entry level and the journey level is based upon the degree of responsibility to which an incumbent is expected to perform rather than on the types of duties assigned. It may also be distinguished by possession of a certification. After gaining the experience and knowledge to perform the full range of journey level tasks, the employee could reasonably expect to progress to the journey level based upon the judgment of management. It is emphasized that flexible staffing does not preclude the City from identifying certain positions in the class that contain primarily routine and repetitive tasks and assigning those positions to the entry level permanently. In these cases, the employee at the entry level could not reasonably expect to advance to the journey level while in the assigned position.

Advancement to the advanced journey level would be achieved through competitive selection rather than the more routine promotion such as from the entry to the journey level under the flexible staffing concept. However, should the City choose not to flexibly staff a given class series, appointment to the journey level would also be done through the traditional competitive selection method. The following classes are recommended for flexible staffing:

Accountant I/II
Assistant/Associate Planner
Deputy City Clerk I/II
Engineering Technician I/II
Management Analyst I/II
Public Safety Dispatcher I/II

TITLING OF COORDINATOR, SUPERVISORY AND MANAGEMENT JOB CLASSES

To promote consistency in position titling both within the City and in relationship to other public agencies, we suggest specific titles be used to reflect organization responsibilities and levels. The titles recommended for coordinator, supervisory and management classifications are defined as follows:

SUPERVISOR OR SERGEANT (Police) -- Where the word "Supervisor" or "Sergeant" appears in a job title, it identifies classes that:

- Provide full, first-line, direct supervision to assigned employees.
- Plan, assign, supervise, and review the work of subordinates.
- Assume responsibility for program development and management.
- Assume responsibility for effectively recommending a variety of personnel actions in such areas as performance evaluations, training, selections, transfers, and disciplinary measures.
- Perform the most difficult and complex work of the section or unit.
- Assist in budget development and administration.

LIEUTENANT OR MANAGER-- Where the word or "Lieutenant" or "Manager" appears in a job title, it identifies classes that:

- Provide second level supervision over supervisory staff.
- Assume full line and functional management responsibility for the activities of a section within a major division.
- Assume responsibility for the development and implementation of section goals, objectives, policies, and priorities.
- Assume responsibility for the preparation and administration of an assigned section budget.

CAPTAIN (Police)-- Where the word "Captain" appears in a job title, it identifies classes that:

- Assume full line and functional management responsibility for the activities of a major division including multiple, varied functions.
- Assume responsibility for the development and implementation of division goals, objectives, policies, and priorities.
- Assume responsibility for the preparation and administration of an assigned division budget.
- Assume significant responsibility for a variety of divisional personnel activities including performance evaluations, training, selections, and disciplinary actions.

DIRECTOR OR CHIEF -- Where the word "Director" or "Chief" appears in a job title, it denotes the administrative head of a major department.

- Assume responsibility for multiple divisions.
- Assume responsibility for the development and implementation of department goals, objectives, policies and priorities.
- Assume responsibility for preparation and administration of department budget.
- Provide supervision over management staff.

EXCEPTIONS TO TITLING GUIDELINES

At times, a title has been recommended that uses terminology that may appear inconsistent with the recommended titling guidelines. The recommended title in these instances conforms to titles used conventionally within the respective industry, trade or profession or past history within the City (e.g. City Clerk, Building Official). Nothing in this report will preclude the City from using working titles in individual employees' day-to-day business activities.

CLASS SPECIFICATIONS FORMAT

The class specifications for the proposed job classes as outlined in this report are descriptive and explanatory in defining classes. Each class specification may contain all or part of the following information:

Class Title - The class title is a brief and descriptive designation of the type of work performed. The class title on payroll, budgets, personnel reports and other official forms and reports dealing with positions or personnel will provide a common reference to the position. It should be understood that the class title is selected to serve this purpose and is not to be construed as limiting the use of working titles.

Definition - This section is a general description of the work and includes a brief, concise definition of the primary responsibilities assigned to positions in the class.

Distinguishing Characteristics - This section describes the level of work, often in relation to higher or lower classes in the same series.

Supervision Received and Exercised - This section describes the level of supervision received and exercised by positions in the class. For a definition of the terms used to denote levels of supervision, see the next part of this section.

Examples of Duties - This section is intended to enable the reader to obtain a more complete concept of the actual work performed by positions allocated to the class and typical tasks which are common to positions of the class are listed. These examples show, further, the range of duties performed by positions in the class. The list is descriptive, but not limiting, and is not intended to describe all the work performed by all positions allocated to the class. This section merely serves to illustrate the more typical portions of the work. The statement "Performs related duties as assigned" is included in all class specifications to provide flexibility to management in assigning duties.

Qualifications - This section lists those knowledge and abilities that the duties of the class require and that applicants for positions in the class at a minimum must possess to be qualified.

Also included are the desirable levels of experience and education and/or training most likely to produce the desired knowledge and abilities. It should be stressed that this section does not in any way refer to the qualifications of present employees. Personal characteristics commonly required of all employees, such as honesty, industry, freedom from habitual use of intoxicating beverages to excess or drug addiction, should not be listed since they are to be implied as required qualifications for all classes.

License and/or Certifications - In certain classifications, legal or special provisions require possession of a specific license or certification issued by a Board of Licensure as a condition of employment or continued employment. These requirements will appear on the class specification under the section entitled License and /or Certifications.

CLASSIFICATION SPECIFICATION FORMAT

CITY OF SEBASTOPOL

CLASS TITLE

DEFINITION

DISTINGUISHING CHARACTERISTICS

SUPERVISION RECEIVED AND EXERCISED

EXAMPLES DUTIES

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

QUALIFICATIONS

Knowledge of:

Ability to:

Education and Experience:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Education:

Experience:

License and/or Certifications:

DEFINITIONS OF LEVELS OF SUPERVISION

The following terms may be used to denote the levels of supervision received and exercised by positions in the various classes of work:

DIRECT SUPERVISION - The basic characteristics of direct supervision are the assignment of tasks; the observance, review, and evaluation of performance; the administration of line personnel functions (e.g., selection, discipline, grievances, privileges); and responsibility for the worker, as well as the work. The gradations of direct supervision are described below in terms of supervision received by employees.

- **Immediate Supervision** - The employee works in the presence of his/her supervisor or in a situation of close control and easy reference. Work assignments are given with explicit instructions or are so routinized that few, if any, deviations from established practice are made without checking with the supervisor. This type of supervision generally is exercised over the entry level in a series.
- **General Supervision** - Assigned duties require the exercise of judgment or choice among possible actions, sometimes without clear precedents and with concern for the consequences of the action. The employee may or may not work in proximity to his/her supervisor. This type of supervision typically pertains to the journey levels in a technical, clerical, or maintenance class series and entry level of professional classes.
- **Direction** - The employee receives general instructions regarding the scope of and approach to projects or assignments, but procedures and techniques are left to the discretion of the employee. This category is usually applied to advanced journey level technical, clerical, and maintenance classes in which employees are expected to operate with a reasonable degree of independence and journey level of professional classes.
- **General Direction** -- The employee is responsible for a program or function(s) and is expected to carry out necessary activities without direction except as new or unusual circumstances require. This category is usually reserved for supervisory positions or section heads and division.
- **Administrative Direction** -- The employee has broad management responsibility for a large program or set of related functions. Administrative direction is usually

- received in terms of goals; review is received in terms of results. This category is usually reserved for department heads.
- **Policy Direction** -- The employee has broad management responsibility for a department. Policy direction is usually received in terms of City-wide goals; review is received in terms of results. This category is usually reserved for the City Manager.

INDIRECT SUPERVISION -- Indirect supervision is characterized by some form of authority over the work of employees not under direct supervision. In other words, the "Supervisor" is responsible for the work but not for the worker. The descriptions above were written in relation to the employee under direct supervision; the following describes persons with responsibility for exercising indirect supervision:

- **Technical Supervision** - The "Supervisor" is responsible for prescribing procedures, methods, materials, and formats as a technical expert in a specialty. He/she may produce or approve specifications, guides, lists, or directions. He/she may give direction to employees, but usually on "how" and "why", and does not assign tasks or observe and evaluate performance. "Technical supervision" is related to an occupational specialty or function--not to specified employees.
- **Functional Supervision** - The "Supervisor" is responsible for a project or recurrent activity which involves tasks performed by persons over whom he/she has authority to give direction in regard to that project, even though they are under the direct supervision of someone else. "Functional supervision" may include "technical supervision," but goes beyond it in that the supervisor schedules and assigns tasks, monitors progress, reviews results, evaluates the employee regarding area of assignment, and is the person responsible for the completed work product.

ALLOCATION FACTORS

Allocation factors are standards that are used to measure job requirements of individual positions. These factors can be compared in order to measure the similarities and differences among positions. The allocation factors used to develop the City of Sebastopol's Classification Plan are:

Decision Making
Scope and Complexity
Contact with Others Required by the Job
Supervision Exercised and Received
Knowledge, Skills and Abilities

These criteria are briefly defined below:

Decision Making

This standard consists of (a) the decision making responsibility and degree of independence or latitude that is inherent in the position and (b) the impact of the decisions.

Scope and Complexity

This standard defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.

Contact with Others Required by the Job

This standard measures (a) the types of contacts and (b) the purpose of the contacts.

Supervision Received and Exercised

This standard describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.

Knowledge, Skills and Abilities

This standard defines the knowledge, skills and abilities necessary to perform assigned responsibilities.

These allocation factors are carefully and consistently applied during the analysis of each position included in the scope of the study. They are then compared with the same elements in positions that involve similar kinds of work. Not all factors will be as pertinent to all positions and each factor is analyzed in accordance with the importance of that particular factor to the kind of job under study. Consideration of these allocation factors leads to the identification of various classes. More specifically, positions are typically divided first into classification families and series that involve the same kind of work and then subdivided into classes based on levels of responsibility within each group.

It should be noted that positions are classified according to the nature and kind of duties assigned to the position. The assignment of additional duties of a similar nature to a position does not justify a higher classification. Redistributing work or adding employees, not by reclassifying existing positions, properly solves problems of excessive workload.

The City currently has the classifications of Administrative Technician, Senior Administrative Assistant, and Planning Technician. It is recommended that the classifications be merged into a broad Administrative Technician classification to allow for maximum flexibility as the positions perform hybrid type duties in support of City operations at a similar level. For instance, the Administrative Technician in Finance supports finance, utility billing and human resources activities. The Senior Administrative Assistant supports both Building and Safety and the Fire Department.

With respect to the classifications within Public Works, title changes have been recommended with the Assistant Public Works Superintendent changed to Public Works Operations Supervisor, as the City no longer has a Public Works Superintendent. In addition, there are currently multiple classifications of Senior Maintenance Worker based on assignment. The consultant has recommended a single broad classification to encompass all assignments. For the Laborer, Maintenance Worker 1, and Maintenance Worker 2, the titles of Public Works Assistant, Public Works Maintenance Worker I, and Public Maintenance Worker II have been recommended.

The consultant has also recommended a new classification of Deputy City Clerk I/II to be used to support the City Clerk's Office in the future.

Lastly, with respect to the Police Department, the consultant has recommended that the Police Records and Support Services Manager be retitled to Police Support Services Manager and that the Police Communications Dispatcher title be changed to Public Safety Dispatcher, with an entry and journey level.

SECTION III - CLASSIFICATION PLAN ALLOCATIONS

This section presents the preliminary classification plan for your review. As such, it includes a proposed classification list.

ALLOCATION OF POSITIONS TO CLASSES

Each position included in the scope of the study has been allocated to an appropriate class within the recommended classification plan. The allocation list has been in **Appendix A**. It should be noted that changes in titles do not necessarily represent a major change in duties or responsibilities. In the same vein, the retention of a job title currently in use does not always indicate that the job specification for that class will remain unchanged.

CLASS LIST

The proposed classification plan includes the following classes:

City Manager

City Manager
Assistant City Manager

City Clerk

City Clerk
Deputy City Clerk I/II

Administrative Services

Administrative Services Director
Accountant/Analyst
Accountant I/II

Community Development

Community Development Director
Chief Building Official
Assistant/Associate Planner

Police

Police Chief
Police Captain
Police Lieutenant
Police Sergeant
Police Officer
Police Officer Trainee
Police Support Services Manager
Police Community Services and Evidence Technician

Public Safety Dispatcher I/II

Public Works

Director of Public Works/City Engineer

Public Works Operations Supervisor

Senior Public Works Maintenance Worker

Public Works Maintenance Worker II

Public Works Maintenance Worker I

Public Works Maintenance Assistant

Engineering Technician I/II

Citywide

Administrative Technician

Management Analyst I/II

SECTION IV - CLASS SPECIFICATIONS

Bryce Consulting has developed class specifications describing the classes recommended in the preceding section. These specifications are written to be general descriptions of the main focus of the assigned duties and responsibilities and are not inclusive of every task assigned to a position. For a general explanation of the format of the class specifications refer to Section II of this report. The complete job descriptions have been provided to the City under separate cover.

SECTION V – COMPENSATION SURVEY PARAMETERS

This section of the report presents the compensation survey parameters and includes:

- Labor market employers and survey classes
- Survey scope
- Survey methodology

SURVEY EMPLOYERS

The overall objective in selecting survey employers is to define as accurately as possible the City's "Labor Market." A labor market consists of those employers with whom the City might compete with for employees. The criteria typically utilized in identifying those employers include the following:

- **EMPLOYER SIZE** - As a general rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, agencies of similar size to the City are likely to have departmental structures and organization of positions more similar to the City than organizations that are significantly larger or smaller in size.
- **GEOGRAPHIC PROXIMITY** - Geographic proximity is another factor utilized in identifying an appropriate labor market. This factor is particularly important because it identifies those employers that the City must directly compete with to recruit and retain quality staff.
- **NATURE OF SERVICES PROVIDED** - As a general rule similar organizations are selected as survey employers, because they provide similar services. This is important for the following reasons:
 - Employers who provide similar services are most likely to compete with one another for employees.
 - These employers are most likely to have comparable jobs.
 - These employers are most likely to have similar organizational characteristics.

Table 1 provides the survey agencies recommended by the consultant based on the considerations provided on the previous page. Sonoma County was also included as a survey agency.

Agency	County	GF Budget	FTE	Population	Miles from Sebastopol	Police	Water Distribution	Wastewater Collection
Sebastopol	Sonoma	\$15	47	7,380	---	X	X	X
Cloverdale	Sonoma	\$10.3	45	8,825	24	X	X	X
Corte Madera	Marin	\$24.3	32	9,947	39	Central Marin	----	X
Cotati	Sonoma	\$10.4	49	7,430	42	X	X	X
Healdsburg	Sonoma	\$19	146	11,137	22	X	X	X
Mill Valley	Marin	\$36.3	150	13,792	45	X	----	X
Rohnert Park	Sonoma	\$62.5	241	44,546	10	X (Combined with Fire)	X	X
Sausalito	Marin	\$21	102	7,021	47	X	----	X
St. Helena	Napa	\$20	92	5,272	27	X	X	X
Sonoma	Sonoma	\$27	44	10,532	27	Sheriff	X	---

SURVEY CLASSES

Survey classes are a representative sample of all classes within the City's classification plan and provide a reference point for the subsequent salary determinations of the classifications not surveyed or where insufficient data is collected. The number of classifications selected to survey is somewhat dependent on the number of classifications a particular agency has within their classification plan. For instance, a smaller agency may have nearly all of the classifications surveyed while a larger organization may have only one-third to one-half of the classifications within their organization surveyed, as larger organizations often have stronger internal relationships between classifications; whereas a smaller organization may face challenges in developing internal ties due to the limited number of similar classifications. Survey classifications should generally be selected utilizing the criteria outlined below.

- Survey classifications should have a significant relationship to other classes in their occupational group. This ensures that they will make good reference points in relating and establishing salaries for other classes within their occupational group.
- Survey classifications should be reasonably well known and able to be clearly and concisely described. This enables the consultant to more easily communicate with survey employers in establishing accurate comparability for the survey classes.
- Survey classifications should have counterparts that can readily be found in other agencies so that sufficient compensation data can be gathered.

Table 2 displays the survey classifications based on the above criteria.

SURVEY CLASSIFICATIONS TABLE 2	
	Accountant-Analyst
	Assistant City Manager
	Accountant II
	Administrative Services Director
	Administrative Technician
	Associate Planner
	Chief Building Official
	City Clerk
	City Manager
	Community Development Director

SURVEY CLASSIFICATIONS
TABLE 2

Deputy City Clerk
Engineering Technician II
Management Analyst II
Police Captain
Police Chief
Police Community Services and Evidence Technician
Police Officer
Police Records and Support Services Manager
Police Sergeant
Public Safety Dispatcher II
Public Works Director/City Engineer
Public Works Maintenance Assistant
Public Works Maintenance Worker II
Public Works Operations Supervisor
Senior Public Works Maintenance Worker

SURVEY SCOPE

The scope of the survey included the labor market agencies presented in this report. The data collected for each survey classification included:

- Title of comparable class
- Minimum and maximum monthly salary
- Employer pick-up of the employee contribution for retirement (new Classic tier)
- Employer contribution towards deferred compensation
- Longevity Pay at Year 10
- Education/Certification Pay
- Employer contribution towards cafeteria plan, the most expensive health, dental, and vision insurance plan
- Employer paid life insurance
- Employer paid long term disability insurance
- Social Security practices
- Retiree Health Savings Account contribution
- Employee share of employer cost of retirement
- Date and amount of last and next cost of living increase
- Retirement practices
- Retiree health benefit information
- Paid leave (vacation, sick leave, holidays, administrative/management leave)

- Vacation leave cash out during active employment
- Administrative/management leave cash out during active employment
- Short Term Disability and EAP policies

Benefit data was collected for newly hired employees, unless otherwise noted, and is effective January 2025. It should be noted that the compensation data for POA was collected and submitted to the City in November.

SURVEY METHODOLOGY

The survey methodology utilized by Bryce Consulting included:

- The consultants utilized the survey agencies' websites, where available, to collect base salary data and to collect and compare job descriptions, organization charts and position allocation lists to determine comparability.
- A survey sent to the labor market employer with detailed questions for collecting the salary data.
- The consultants contacted the survey agencies to gain clarification and/or collect additional information regarding the classifications and salary and benefit data.

In addition to the collection of compensation data, careful efforts were made to document the full range of duties and requirements of all job classes as comparable to the City's corresponding survey classes. This included the collection of:

- Reporting relationships
- Functional areas of responsibility
- The class's relationship to other classes in the series

The data was analyzed to produce the labor market median for each classification using maximum base salary, total cash and total compensation. The City's position was then compared to the labor market, for each survey classification, which produced the percentage the City is above or below the labor market for maximum base salary, total cash, and total compensation.

SECTION VI – COMPENSATION SURVEY RESULTS

This section of the report presents the compensation survey findings with respect to compensation. **Table 3** displays the comparability for each survey classification. It should be noted that those classifications with three or fewer matches are reported as insufficient data, and it is not recommended that those classifications be surveyed in the future studies due to limited comparability.

TABLE 3 COMPARABILITY	
Survey Classifications	Number of Comparable Matches
Accountant-Analyst	2*
Assistant City Manager	5
Accountant II	8
Administrative Services Director	9
Administrative Technician	8
Associate Planner	9
Chief Building Official	8
City Clerk	7
City Manager	10
Community Development Director	8
Deputy City Clerk	3
Engineering Technician II	8
Management Analyst II	6
Police Captain	3
Police Chief	7
Police Community Services and Evidence Technician	7
Police Officer	8
Police Records and Support Services Manager	0*
Police Sergeant	8
Public Safety Dispatcher II	6
Public Works Director/City Engineer	10
Public Works Maintenance Assistant	1*
Public Works Maintenance Worker II	10
Public Works Operations Supervisor	6
Senior Public Works Maintenance Worker	7

***Insufficient Data – Fewer than 3 matches**

BASE SALARY SURVEY RESULTS

The data has been organized into a number of tables that summarize the City's relationship to the labor market for each class. The detailed compensation survey datasheets are presented in **Appendix B** of this report. **Table 4** summarizes, for each classification, how the City's base salaries compare to the labor market. The following data is presented:

- Title of the City's classification.
- The City's current maximum base salary.
- The labor market median maximum monthly base salary.
- Percentage the City's maximum base salary is above or below the median of the labor market.

TABLE 4 SUMMARY OF BASE SALARY			
Survey Classification	Sebastopol Maximum Base Salary	Labor Market Median Base Salary	% Sebastopol Is Above or Below Labor Market Median
Accountant-Analyst	\$9,161	Insuff Data	---
Assistant City Manager	\$15,081	\$19,982	-32.50%
Accountant II	\$8,747	\$9,062	-3.61%
Administrative Services Director	\$14,665	\$16,839	-14.82%
Administrative Technician	\$8,616	\$7,424	13.84%
Associate Planner	\$9,526	\$9,693	-1.76%
Chief Building Official	\$12,271	\$13,205	-7.61%
City Clerk	\$13,705	\$11,897	13.19%
City Manager	\$20,417	\$22,636	-10.87%
Community Development Director	\$15,878	\$17,686	-11.38%
Deputy City Clerk	Market Check	\$8,202	Market Check
Engineering Technician II	\$7,833	\$7,964	-1.68%
Management Analyst II	\$8,616	\$9,494	-10.18%
Police Captain	\$12,889	\$16,831	-30.58%
Police Chief	\$16,872	\$19,084	-13.11%
Police Community Services and Evidence Technician	\$6,020	\$6,675	-10.88%
Police Officer	\$8,561	\$9,822	-14.73%
Police Records and Support Services Manager	\$7,817	Insuff Data	---
Police Sergeant	\$10,002	\$12,259	-22.56%
Public Safety Dispatcher II	\$6,542	\$7,284	-11.33%
Public Works Director/City	\$16,872	\$17,972	-6.52%

TABLE 4 SUMMARY OF BASE SALARY			
Survey Classification	Sebastopol Maximum Base Salary	Labor Market Median Base Salary	% Sebastopol Is Above or Below Labor Market Median
Engineer			
Public Works Maintenance Assistant	\$4,718	Insuff Data	---
Public Works Maintenance Worker II	\$7,359	\$6,954	5.51%
Public Works Operations Supervisor	\$10,676	\$9,576	10.30%
Senior Public Works Maintenance Worker	\$8,992	\$7,530	16.26%

TOTAL CASH SURVEY RESULTS

Total cash represents the maximum base salary, plus the employee's share of retirement paid by the agency, the employer's contribution towards deferred compensation, longevity pay at Year 10, and education/certification pay. **Table 5** displays, for each classification, how the City compares to the labor market to total cash. The following data is presented:

- Title of the City's classification.
- The City's current total cash for each classification.
- The labor market median for total cash.
- Percentage the City's total cash is above or below the median of the labor market.

TABLE 5 SUMMARY OF TOTAL CASH			
Survey Classification	Sebastopol Total Cash	Labor Market Median Total Cash	% Sebastopol Is Above or Below Labor Market Median
Accountant-Analyst	\$9,527	Insuff Data	---
Assistant City Manager	\$17,693	\$20,182	-14.07%
Accountant II	\$9,096	\$9,112	-0.17%
Administrative Services Director	\$15,252	\$17,039	-11.72%
Administrative Technician	\$8,961	\$7,594	15.25%
Associate Planner	\$9,907	\$9,743	1.65%
Chief Building Official	\$12,762	\$13,471	-5.56%
City Clerk	\$14,253	\$12,117	14.99%
City Manager	\$21,584	\$22,821	-5.73%
Community Development	\$16,513	\$18,267	-10.62%

TABLE 5 SUMMARY OF TOTAL CASH			
Survey Classification	Sebastopol Total Cash	Labor Market Median Total Cash	% Sebastopol Is Above or Below Labor Market Median
Director			
Deputy City Clerk	Market Check	\$8,543	Market Check
Engineering Technician II	\$8,146	\$8,187	-0.50%
Management Analyst II	\$8,961	\$9,841	-9.82%
Police Captain	\$13,759	\$17,126	-24.47%
Police Chief	\$17,547	\$19,418	-10.66%
Police Community Services and Evidence Technician	\$6,261	\$7,009	-11.95%
Police Officer	\$9,503	\$10,639	-11.96%
Police Records and Support Services Manager	\$8,130	Insuff Data	---
Police Sergeant	\$11,102	\$13,443	-21.09%
Public Safety Dispatcher II	\$7,523	\$7,881	-4.76%
Public Works Director/City Engineer	\$17,547	\$18,715	-6.65%
Public Works Maintenance Assistant	\$5,378	Insuff Data	---
Public Works Maintenance Worker II	\$8,390	\$7,271	13.33%
Public Works Operations Supervisor	\$11,397	\$9,890	13.22%
Senior Public Works Maintenance Worker	\$10,251	\$7,989	22.07%

TOTAL COMPENSATION SURVEY RESULTS

Total compensation represents the total cash elements, plus the employer's contribution towards cafeteria, health, dental, vision, life and long term disability insurance, the employer's contribution towards social security, the employer's contribution towards retiree health savings account, less the employer's share of retirement paid by the employee. **Table 6** displays, for each classification, how the City compares to the labor market with respect to total compensation. The following data is presented:

- Title of the City's classification.
- The City's current total compensation for each classification.
- The labor market median for total compensation.
- Percentage the City's total compensation is above or below the median of the labor market.

TABLE 6
SUMMARY OF TOTAL COMPENSATION

Survey Classification	Sebastopol Total Compensation	Labor Market Median Total Compensation	% Sebastopol Is Above or Below Labor Market Median
Accountant-Analyst	\$12,629	Insuff Data	---
Assistant City Manager	\$20,899	\$23,613	-12.99%
Accountant II	\$12,191	\$11,942	2.04%
Administrative Services Director	\$18,450	\$20,946	-13.53%
Administrative Technician	\$12,053	\$10,750	10.81%
Associate Planner	\$13,015	\$12,835	1.38%
Chief Building Official	\$15,918	\$16,825	-5.69%
City Clerk	\$17,435	\$14,877	14.67%
City Manager	\$24,882	\$26,119	-4.97%
Community Development Director	\$19,732	\$21,068	-6.77%
Deputy City Clerk	Market Check	\$10,794	Market Check
Engineering Technician II	\$11,225	\$11,055	1.51%
Management Analyst II	\$12,053	\$12,990	-7.77%
Police Captain	\$16,926	\$20,483	-21.02%
Police Chief	\$20,784	\$22,560	-8.55%
Police Community Services and Evidence Technician	\$9,248	\$10,158	-9.85%
Police Officer	\$12,337	\$13,555	-9.87%
Police Records and Support Services Manager	\$11,130	Insuff Data	---
Police Sergeant	\$13,919	\$15,992	-14.89%
Public Safety Dispatcher II	\$10,514	\$11,178	-6.31%
Public Works Director/City Engineer	\$20,784	\$21,603	-3.94%
Public Works Maintenance Assistant	\$8,402	Insuff Data	---
Public Works Maintenance Worker II	\$11,460	\$10,265	10.43%
Public Works Operations Supervisor	\$14,525	\$13,252	8.76%
Senior Public Works Maintenance Worker	\$13,350	\$11,020	17.45%

RELATIONSHIP TO THE MARKET

On average, the City is 6.91% below market for maximum base salary, 3.30% below the labor market for total cash, and 2.81% below market for total compensation.

MISCELLANEOUS BENEFIT DATA

Appendix C presents the miscellaneous benefit data that was collected including cost of living retirement practices, education/certification pay, retiree health benefits, paid leave, and other policies.

COST OF LIVING INCREASE- APPENDIX C – TABLE 1

The City's last cost of living increase was 5% in January of 2025 for SEIU and 3% for Unrepresented in July 2023.

With respect to the survey agencies, two received a cost of living increase in 2025 ranging from 2% to 2.5%. Eight of the agencies are scheduled to receive a cost of living increase later in 2025 ranging from 2.5% to 4%.

RETIREMENT PRACTICES – APPENDIX C – TABLE 2

With respect to retirement practices, the City has a CalPERS retirement plan with a miscellaneous benefit of 2% @ 55 and a safety benefit of 3% @ 50. The City's formula for miscellaneous is Single Highest Year and Highest Three Years for safety.

With respect to the survey agencies, nine of the responding agencies participate in CalPERS and one is a 1937 Act agency. For miscellaneous classes, five have a benefit of 2% @ 55, three have 2% @ 60, one have 2.5% @ 55, and one has 3% @ 60. Six have a formula of Single Highest Year and four have Highest Three Years. For safety, three have a benefit of 3% @ 55, three have 2% @ 50, and two have 3% @ 50. Six have a formula or Highest Three Years and two have Single Highest Year.

CERTIFICATION PAY – APPENDIX C – TABLE 3

The City provides certification and education pay depending on bargaining group with the details provided in Table 3 of Appendix C.

Seven of the survey agencies provide some level of certification and/or education pay, varying by classification as provided in Table 3 of Appendix C.

RETIREE MEDICAL BENEFITS – APPENDIX C – TABLE 4

The City does not contribute to a Retiree Health Savings Account or to post-employment retiree health benefits.

With respect to the survey agencies, four contribute to a Retiree Health Savings Plan with the amount varying by agency and bargaining group. Two of the responding agencies contribute the PEMHCA minimum for post-employment retiree health benefits.

LEAVE BENEFITS – APPENDIX C – TABLE 5

The City provides 120 hours of vacation at year 1; 144 hours at year 5; 144 hours at year 10; and 192 hours with 15 years or more. In addition, the City provides 120 hours of sick leave with an unlimited accrual, 15 holidays, with the City Manager receiving 17, and 100 hours of administrative leave for unrepresented employees and department heads and 120 hours for the Assistant City Manager and City Manager.

One agency provides paid time off whereby vacation and sick leave are combined. For those with a separate leave bank, the labor market average for vacation accrual is 95 -107 hours at year 1; 121 -133 hours at year 5; 151 - 160 hours at year 10; 174 - 181 hours at year 15; and 192 - 196 hours at year 20, depending on bargaining unit. The majority of the agencies provide 96 hours of sick leave. The labor market average for holidays is 14 with all 10 agencies providing administrative, management or personal leave ranging from 8 – 160 hours depending on bargaining unit and/or classification.

VACATION AND ADMINISTRATIVE/MANAGEMENT LEAVE CASH OUT APPENDIX C – TABLE 6

The City allows SEIU, unrepresented and department heads to cash out up to 100 hours of vacation per year. The City Manager can cash out any vacation balance in excess of three times the accrual rate. The Assistant City Manager can cash out 20 hours or transfer 40 hours of vacation to a deferred compensation bank.

The City allows unrepresented staff to cash out a maximum of 40 hours of administrative leave, the City Manager to cash out 100%, and the Assistant City Manager to cash out up to 40 hours.

Seven of the survey agencies allow vacation to be cashed out and three allow administrative leave to be cashed out; however, the details vary by classification as displayed in Table 6 of Appendix C.

SHORT TERM DISABILITY AND EAP – APPENDIX C- TABLE 7

The City pays for short-term disability as well as an employee assistance program.

Three of the responding agencies also pay for short-term disability and all pay for an employee assistance program.

SECTION VII – SALARY SETTING METHODOLOGY

This section of the report presents the salary setting methodology and salary recommendation guidelines for City classes, should the City bring the classifications to the labor market median for total compensation. Implementation is subject to Council direction, what the City can afford, and the result of negotiations.

SALARY SETTING METHODOLOGY

In setting salaries for the City, Bryce Consulting has applied consistent compensation principles and practices typically utilized in the public sector as outlined below:

1. The median of the maximum labor market salary adjusted for benefits is used to set the top of the range for the City's benchmark classification salary.
2. The adjusted labor market median is placed on the closest salary range of the City's salary matrix (**Appendix D**).
3. Classes not surveyed or where insufficient data was collected are then set to the benchmarks using internal relationship guidelines typically utilized by local government agencies:
 - Approximately 10% between entry and journey level classes in a series.
 - Approximately 10% between journey and advanced journey level classes in a series.
 - A minimum of 15% between first line supervisor and highest level supervised.

As a practical matter, there could be occasions when market data will skew internal alignments. In those cases, internal alignments may take precedence over market data.

SALARY RECOMMENDATIONS

Using the above methodology, Bryce Consulting prepared salary recommendations for all City classes. The recommended salary plan has been included in **Appendix E**. The salary recommendations bring the classifications to the market median; however, it will be at the City's discretion to determine if and how the recommendations are implemented. For instance, some organizations will immediately bring the classifications to market and other agencies will either place a cap on the increase or phase it in based on ability to pay. It should

be noted that if a classification is within 5% of market, no change has been recommended as the classification is considered consistent with market.

SECTION VIII – ADDENDUM

During the February 18th City Council meeting, the Council directed Bryce to remove the City of Rohnert Park from the data set. As previously mentioned, with all 10 agencies, the City is on average, 6.91% below market for maximum base salary, 3.30% below the labor market for total cash, and 2.81% below market for total compensation. Without Rohnert Park, on average, the City is 6.90% below market for base salary, 3.93% below for total cash, and 3.75% below market for total compensation. Table 7 provides a comparison for each classification for total compensation.

TABLE 7 COMPARISON OF TOTAL COMPENSATION		
Survey Classification	% Above or Below Total Compensation (All Agencies)	% Above or Below Total Compensation (Without Rohnert Park)
Accountant-Analyst	---	---
Assistant City Manager	-12.99%	-15.27%
Accountant II	2.04%	1.54%
Administrative Services Director	-13.53%	-14.79%
Administrative Technician	10.81%	9.36%
Associate Planner	1.38%	0.51%
Chief Building Official	-5.69%	-7.47%
City Clerk	14.67%	14.41%
City Manager	-4.97%	-3.58%
Community Development Director	-6.77%	-8.87%
Deputy City Clerk	Market Check	Market Check
Engineering Technician II	1.51%	-0.82%
Management Analyst II	-7.77%	-8.12%
Police Captain	-21.02%	-21.02%
Police Chief	-8.55%	-8.43%
Police Community Services and Evidence Technician	-9.85%	-10.05%
Police Officer	-9.87%	-10.67%
Police Records and Support Services Manager	---	---
Police Sergeant	-14.89%	-15.12%
Public Safety Dispatcher II	-6.31%	-8.41%
Public Works Director/City Engineer	-3.94%	-4.34%
Public Works Maintenance Assistant	---	---

TABLE 7 COMPARISON OF TOTAL COMPENSATION		
Survey Classification	% Above or Below Total Compensation (All Agencies)	% Above or Below Total Compensation (Without Rohnert Park)
Public Works Maintenance Worker II	10.43%	10.00%
Public Works Operations Supervisor	8.76%	4.99%
Senior Public Works Maintenance Worker	17.45%	17.45%

APPENDIX A
ALLOCATION LIST

Department	Current Classification	Classification Concept	Recommended Classification
City Administration	City Manager	Chief Executive	City Manager
City Administration	Assistant City Manager/City Clerk	Assistant Chief Executive	Assistant City Manager
City Administration	City Clerk	Department Head	City Clerk
City Administration	New	Entry/Journey Administrative	Deputy City Clerk I/II
Administrative Services	Administrative Services Director	Department Head	Administrative Services Director
Administrative Services	Accountant/Analyst	Journey Professional	Accountant/Analyst
Administrative Services	Accountant	Journey Professional	Accountant II
Administrative Services	Administrative Technician	Journey Technical	Administrative Technician
Community Development	Community Development Director	Department Head	Community Development Director
Community Development	Associate Planner	Journey Professional	Associate Planner
Community Development	Planning Technician	Entry/Journey Professional	Management Analyst I/II
Building	Chief Building Official	Division Head	Chief Building Official
Building/Fire	Senior Administrative Assistant	Journey Technical	Administrative Technician
Police	Police Chief	Department Head	Police Chief
Police	Police Captain	Division Manager	Police Captain
Police	Police Lieutenant	Section Head	Police Lieutenant
Police	Police Sergeant	Supervisor	Police Sergeant
Police	Police Sergeant	Supervisor	Police Sergeant
Police	Police Sergeant	Supervisor	Police Sergeant
Police	Police Sergeant	Supervisor	Police Sergeant
Police	Police Officer	Journey Technical	Police Officer
Police	Police Officer	Journey Technical	Police Officer
Police	Police Officer	Journey Technical	Police Officer
Police	Police Officer	Journey Technical	Police Officer
Police	Police Officer	Journey Technical	Police Officer

Department	Current Classification	Classification Concept	Recommended Classification
Police	Police Officer	Journey Technical	Police Officer
Police	Police Officer Trainee	Trainee	Police Officer Trainee
Police	Police Records and Support Services Manager	Section Head	Police Support Services Manager
Police	Police Community Services and Evidence Technician	Journey Technical	Police Community Services and Evidence Technician
Police	Police Communications Dispatcher	Journey Technical	Public Safety Dispatcher II
Police	Police Communications Dispatcher	Journey Technical	Public Safety Dispatcher II
Police	Police Communications Dispatcher	Journey Technical	Public Safety Dispatcher II
Police	Police Communications Dispatcher	Journey Technical	Public Safety Dispatcher II
Public Works/Engineering	Director of Public Works/City Engineer	Department Head	Director of Public Works/City Engineer
Public Works/Engineering	Assistant Public Works Superintendent	Supervisor	Public Works Operations Supervisor
Public Works/Engineering	Management Analyst	Journey Technical	Administrative Technician
Public Works/Engineering	Engineering Technician I/II	Entry/Journey Professional	Engineering Technician I/II
Public Works/Engineering	Senior Maintenance Worker-Water Systems Treatment Operations	Advanced Journey Maintenance	Senior Public Works Maintenance Worker
Public Works/Engineering	Senior Maintenance Worker Sanitary Sewer Op	Advanced Journey Maintenance	Senior Public Works Maintenance Worker
Public Works/Engineering	Senior Maintenance Worker	Advanced Journey Maintenance	Senior Public Works Maintenance Worker
Public Works/Engineering	Senior Parks and Facilities Maintenance Worker 3	Advanced Journey Maintenance	Senior Public Works Maintenance Worker
Public Works/Engineering	Maintenance Worker 2	Journey Maintenance	Public Works Maintenance Worker II
Public Works/Engineering	Maintenance Worker 2	Journey Maintenance	Public Works Maintenance Worker II
Public Works/Engineering	Maintenance Worker 1	Entry Maintenance	Public Works Maintenance Worker I
Public Works/Engineering	Laborer	Trainee Maintenance	Public Works Maintenance Assistant
Public Works/Engineering	Laborer	Trainee Maintenance	Public Works Maintenance Assistant
Public Works/Engineering	Laborer	Trainee Maintenance	Public Works Maintenance Assistant

APPENDIX B
DETAILED DATASHEETS

	Median									
	Base Salary			Total Cash			Total Compensation			
	Sebastopol Maximum Base Salary	Labor Market Median Base Salary	% Sebastopol Is Above or Below Labor Market Median	Sebastopol Total Cash	Labor Market Median Total Cash	% Sebastopol Is Above or Below Labor Market Median	Sebastopol Total Compensation	Labor Market Median Total Compensation	% Sebastopol Is Above or Below Labor Market Median	
Survey Classification										Comparability
Accountant-Analyst	\$9,161	Insuff Data	---	\$9,527	Insuff Data	---	\$12,629	Insuff Data	---	2
Assistant City Manager	\$15,081	\$19,982	-32.50%	\$17,693	\$20,182	-14.07%	\$20,899	\$23,613	-12.99%	5
Accountant II	\$8,747	\$9,062	-3.61%	\$9,096	\$9,112	-0.17%	\$12,191	\$11,942	2.04%	8
Administrative Services Director	\$14,665	\$16,839	-14.82%	\$15,252	\$17,039	-11.72%	\$18,450	\$20,946	-13.53%	9
Administrative Technician	\$8,616	\$7,424	13.84%	\$8,961	\$7,594	15.25%	\$12,053	\$10,750	10.81%	8
Associate Planner	\$9,526	\$9,693	-1.76%	\$9,907	\$9,743	1.65%	\$13,015	\$12,835	1.38%	9
Chief Building Official	\$12,271	\$13,205	-7.61%	\$12,762	\$13,471	-5.56%	\$15,918	\$16,825	-5.69%	8
City Clerk	\$13,705	\$11,897	13.19%	\$14,253	\$12,117	14.99%	\$17,435	\$14,877	14.67%	7
City Manager	\$20,417	\$22,636	-10.87%	\$21,584	\$22,821	-5.73%	\$24,882	\$26,119	-4.97%	10
Community Development Director	\$15,878	\$17,686	-11.38%	\$16,513	\$18,267	-10.62%	\$19,732	\$21,068	-6.77%	8
Deputy City Clerk	Market Check	\$8,202	Market Check	Market Check	\$8,543	Market Check	Market Check	\$10,794	Market Check	3
Engineering Technician II	\$7,833	\$7,964	-1.68%	\$8,146	\$8,187	-0.50%	\$11,225	\$11,055	1.51%	8
Management Analyst II	\$8,616	\$9,494	-10.18%	\$8,961	\$9,841	-9.82%	\$12,053	\$12,990	-7.77%	6
Police Captain	\$12,889	\$16,831	-30.58%	\$13,759	\$17,126	-24.47%	\$16,926	\$20,483	-21.02%	3
Police Chief	\$16,872	\$19,084	-13.11%	\$17,547	\$19,418	-10.66%	\$20,784	\$22,560	-8.55%	7
Police Community Services and Evidence Technician	\$6,020	\$6,675	-10.88%	\$6,261	\$7,009	-11.95%	\$9,248	\$10,158	-9.85%	7
Police Officer	\$8,561	\$9,822	-14.73%	\$9,503	\$10,639	-11.96%	\$12,337	\$13,555	-9.87%	8
Police Records and Support Services Manager	\$7,817	Insuff Data	---	\$8,130	Insuff Data	---	\$11,130	Insuff Data	---	0
Police Sergeant	\$10,002	\$12,259	-22.56%	\$11,102	\$13,443	-21.09%	\$13,919	\$15,992	-14.89%	8
Public Safety Dispatcher II	\$6,542	\$7,284	-11.33%	\$7,523	\$7,881	-4.76%	\$10,514	\$11,178	-6.31%	6
Public Works Director/City Engineer	\$16,872	\$17,972	-6.52%	\$17,547	\$18,715	-6.65%	\$20,784	\$21,603	-3.94%	10
Public Works Maintenance Assistant	\$4,718	Insuff Data	---	\$5,378	Insuff Data	---	\$8,402	Insuff Data	---	1
Public Works Maintenance Worker II	\$7,359	\$6,954	5.51%	\$8,390	\$7,271	13.33%	\$11,460	\$10,265	10.43%	10
Public Works Operations Supervisor	\$10,676	\$9,576	10.30%	\$11,397	\$9,890	13.22%	\$14,525	\$13,252	8.76%	6
Senior Public Works Maintenance Worker	\$8,992	\$7,530	16.26%	\$10,251	\$7,989	22.07%	\$13,350	\$11,020	17.45%	7
		Average	-6.91%		Average	-3.30%		Average	-2.81%	

APPENDIX C
MISCELLANEOUS BENEFIT DATA

Appendix C - Table 1 MOU Expiration Date and Last/Future COLA/Salary Range Increase Information ¹			
Agency	MOU Expiration Date	Date of Last COLA/Salary Increase(s)- Amount(s)	Date of Future COLA/Salary Increase(s)- Amount(s)
Sebastopol	SEIU 7/2025 Unrepresented NA Contract staff NA	SEIU 1/2025-5% Unrepresented 7/2023-4% Contract staff varies	SEIU None Scheduled Unrepresented None scheduled Contract staff varies
Cloverdale	CSEA 6/2026 Unrepresented-At Will Dept. Heads NA	CSEA 7/2025-2.5% Unrepresented-At Will Dept. Heads 7/2024-4% (City Manager-per contract-effective 12/2024)	CSEA 7/2025- up to 2.5% Unrepresented-At Will Dept. Heads/City Manager 7/2025-3%
Corte Madera	Confidential, Professional/Technical and Mid Management 7/2027 Dept. Heads 7/2027 Town Manager 12/2027 SEIU 6/2027	Confidential, Professional/Technical and Mid Management 7/2024-4% Dept. Heads 7/2024-4% Town Manager 7/2024-3.5% SEIU 7/2024-6%	Confidential, Professional/Technical and Mid Management 7/2025-3% Dept. Heads 7/2025-3% Town Manager FY 25/26- TBD SEIU 7/2025-3%
Cotati	CEA 6/2026 Unrepresented NA	CEA 7/2024-2.5% Unrepresented 7/2024-2.5%	CEA 7/2025-2.5% Unrepresented 7/2025-2.5%

¹ Salary data in datasheets is effective 1/2025

Appendix C - Table 1
MOU Expiration Date and Last/Future COLA/Salary Range Increase Information ¹

Agency	MOU Expiration Date	Date of Last COLA/Salary Increase(s)- Amount(s)	Date of Future COLA/Salary Increase(s)- Amount(s)
Healdsburg	Executive Management NA	Executive Management 7/2024-3%	Executive Management 7/2025- 2% - 3%
	Mid Management 6/2027	Mid Management 7/2024-3%	Mid Management 7/2025- 2% - 3.5%
	IBEW 6/2025	IBEW 7/2024-2.4%	IBEW None Scheduled
Mill Valley	Unrepresented NA	Unrepresented 7/2024-3%	Unrepresented 7/2025-3%
	Dept. Heads/City Manager NA	Dept. Heads/City Manager 7/2024-3%	Dept. Heads/City Manager 7/2025-3%
	AFSCME 6/2027	AFSCME 7/2024-3%	AFSCME 7/2025-3%
Rohnert Park	Confidential 6/2025	Confidential 6/2024-3%	Confidential None Scheduled
	Management 6/2025	Management 6/2024-3%	Management None Scheduled
	RPEA 6/2025	RPEA 6/2024-3%	RPEA None Scheduled
	SEIU 6/2025	SEIU 6/2024-1.5%	SEIU None Scheduled
Sausalito	Unrepresented 6/2026	Unrepresented 7/2024-2%	Unrepresented 7/2025-3%
	SEIU 6/2026	SEIU 7/2024-2%	SEIU 7/2025-3%

Appendix C - Table 1 MOU Expiration Date and Last/Future COLA/Salary Range Increase Information ¹			
Agency	MOU Expiration Date	Date of Last COLA/Salary Increase(s)- Amount(s)	Date of Future COLA/Salary Increase(s)- Amount(s)
	City Manager NA	City Manager DNA	City Manager DNA
St. Helena	Unrepresented 6/2025	Unrepresented 1/2025-2% for some	Unrepresented None Scheduled
	SHEA 6/2025	SHEA 1/2025-2% for some	SHEA None Scheduled
	Mid Management NA	Mid Management 1/2025-2% for some	Mid Management None Scheduled
	City Manager NA	City Manager 7/2024-per contract	City Manager 7/2025-7%
Sonoma	Management 6/2025	Management 7/2024-2.5%	Management None Scheduled
	General 6/2025	General 7/2024-2.5%	General None Scheduled
Sonoma County	SCAMCE-50 NA	SCAMCE-50 4/2024-4%	SCAMCE-50 3/2025-4%
	SEIU 2/2026	SEIU 3/2024-4.5%	SEIU 3/2025-4%
	DSLEM 3/2026	DSLEM 4/2024-5%	DSLEM 4/2025-3%
	Unrepresented NA	Unrepresented 3/2024-4%	Unrepresented 4/2025-4%

Appendix C - Table 2 Retirement Practices							
Survey Agency	Retirement Agency	Retirement Benefit (Misc.)	Retirement Formula (Misc.)	Employer's PERS Normal Cost Rate (24/25) (Misc.)	Retirement Formula (Safety)	Retirement Benefit (Safety)	Employer's PERS Normal Cost Rate (24/25) (Safety)
Sebastopol	CalPERS	2% @ 55	Single Highest Year	12.52%	3% @ 50	Highest 3 Years	25.86%
Cloverdale	CalPERS	2% @ 55	Single Highest Year	12.52%	3% @ 50	Single Highest Year	27.32%
Corte Madera	CalPERS	2.5% @ 55	Single Highest Year	14.99%	Not Applicable		
Cotati	CalPERS	2% @ 60	Single Highest Year	10.71%	2% @ 50	Highest 3 Years	20.09%
Healdsburg	CalPERS	2% @ 60	Highest 3 Years	10.93%	2% @ 50	Highest 3 Years	20.09%
Mill Valley	CalPERS	2% @ 55	Highest 3 Years	12.67%	3% @ 55	Highest 3 Years	23.00%
Rohnert Park	CalPERS	2% @ 55	Single Highest Year	11.27%	3% @ 55	Highest 3 Years	23.00%
Sausalito	CalPERS	2% @ 55	Highest 3 Years	12.67%	2% @ 50	Highest 3 Years	21.92%
St. Helena	CalPERS	2% @ 60	Highest 3 Years	10.15%	3% @ 55	Highest 3 Years	24.33%
Sonoma	CalPERS	2% @ 55	Single Highest Year	13.31%	Not Applicable		
Sonoma County	SCERA	3% @ 60	Single Highest Year	13.08%	3% @ 50	Single Highest Year	22.49%

**Appendix C - Table 3
Certification/Education Pay**

Agency	Certification/Education Pay
Sebastopol	<p align="center">SEIU</p> <p align="center">Public Works Staff</p> <p align="center">Sewer collection (e.g., CWEA WW Collection Systems Certifications)</p> <p align="center">Wastewater treatment (e.g., CWEA W-W Operator Certifications)</p> <p align="center">Water treatment operator (e.g., California State Water Resources Control Board Water Treatment Certifications)</p> <p align="center">Water distribution operator (e.g., California State Water Resources Control Board Water Distribution Certifications)</p> <p align="center">Back flow device tester (e.g., AWWA Backflow Prevention Assembly Tester Certificate)</p> <p align="center">Certified pool operator (various schools and vendors)</p> <p align="center">Certificates beyond minimum qualifications for employee's current classification shall be worth two- and one-half percent (2.5o/o), up to a maximum of ten percent (10%). Incentive pay for pre-approved job-related (see list above) State certificates will be available to all non-exempt classifications in Public Works</p> <p align="center">Unrepresented</p> <p align="center">A salary increase of one-half range (2.75%) can be earned upon the successful completion of 30 semester units of college level courses related to the employee's current city position. An additional one-half salary range can be earned by the successful completion of an A.A. degree from an accredited college or university. An additional salary range may be earned by the successful completion (G.P.A. of 3.0 or better) of a B.A. degree in a major field of study related to the employee's current city position. Such off the job training programs, to qualify, shall be subject to the advance approval of the department head and City Manager.</p> <p align="center">Contract</p> <p align="center">Assistant City Manager-11% of monthly pay earned by completion off the job training programs.</p> <p align="center">None for others</p>
Cloverdale	<p align="center">CSEA</p> <p>2%- For employees hired after June 30, 2017, the City shall pay a total of two percent (2%) of base wage pay for one or more academic degrees from an accredited college or university beyond the degree level required for the position. Eligible degrees include Associate, Bachelor, Master or Doctoral degrees.</p> <p>2%-The City agrees to give a two percent (2%) increase to employees of the Public Works Department who possess and are required by their job assignment to hold and utilize a Class B Driver's license.</p> <p align="center">Additional cert pay varies by class/certification-see salary schedule</p>

**Appendix C - Table 3
Certification/Education Pay**

Agency	Certification/Education Pay
	Unrepresented None
Corte Madera	Confidential, Professional/Technical and Mid Management, Dept. Heads/Town Manager None SEIU Equipment Mechanic: 1%- ASE certification Automobile and Light Truck; 1%-Medium Heavy Truck Certification Maintenance Worker: 2%- Collections Grade 1; 1%- NASSCO-CCTV Senior Maintenance Worker: 2%- Collections Grade 1; 1%- NASSCO-CCTV Other cert pay, but only for limited # of EE's-not included
Cotati	CEA None Unrepresented None for matches
Healdsburg	Executive Management, Mid Management, IBEW None
Mill Valley	None
Rohnert Park	Confidential \$50-BA \$50-MA Management None RPEA \$50-MA SEIU Level 1- \$75 Level 2- \$100 Level 3- \$135

**Appendix C - Table 3
Certification/Education Pay**

Agency	Certification/Education Pay
	1.2%- Certified Playground Inspector, OSHA Certified Trainer, Pool Operator, Water Distribution 1 or higher, Water Treatment 1 or higher
Sausalito	None
St. Helena	<p align="center">Unrepresented, Mid Management, City Manager None</p> <p align="center">SHEA</p> <p align="center">In recognition of the fact that certain functions cannot be performed without special governmental certification or licensing, the City will pay Fifty Dollars (\$50.00) per month for: Certification for back-flow prevention devices for Public Works employees. Playground Inspection Certification for employees working in the Parks Division. Arborist Certificate for employees working in the Parks Division. Wastewater Collection Certificate Class B (Other cert pay is assignment based)</p>
Sonoma	<p align="center">Management None</p> <p align="center">General \$50/ppp-1 cert \$100/ppp-2 Certs</p>
Sonoma County	<p align="center">SCAMCE-50, SEIU, Unrep None for matches</p> <p align="center">DSLEM 3.25%-Intermediate POST (Captain) 6.75%-Advanced SCPOST (Captain) 8%- Supervisory POST (Captain) 8.5%-Management POST (Captain)</p>

**Appendix C – Table 4
Retiree Health Benefits
(New Hires)**

Agency	Retiree Health Savings Account (Contribution during active employment)	Employer Contribution towards Retiree Only Health Insurance (Post-employment)	Employer Contribution towards Retiree + 1 Health Insurance (Post-employment)	Employer Contribution towards Retiree + 2 Health Insurance (Post-employment)	Vesting
<i>Sebastopol</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>NA</i>
Cloverdale	\$0	\$0	\$0	\$0	NA
Corte Madera	\$1500/year- 2 – 10 years \$1875/year- 11+ years	PEMHCA Minimum (\$158)	No Additional Contribution	No Additional Contribution	5 years
Cotati	\$0	\$0	\$0	\$0	NA
Healdsburg	\$0	\$0	\$0	\$0	NA
Mill Valley	1% - 1-5 years 1.5%- 5+ years	\$0	\$0	\$0	NA
Rohnert Park	\$100/month	\$0	\$0	\$0	NA
Sausalito	\$0	PEMHCA Minimum (\$158)	No Additional Contribution	No Additional Contribution	5 years
St. Helena	\$0	\$0	\$0	\$0	NA
Sonoma	\$0	\$0	\$0	\$0	NA
Sonoma County	SCAMC-50, Unrep \$1830/year SEIU \$1200/year DSLEM	\$0	\$0	\$0	NA

**Appendix C – Table 4
Retiree Health Benefits
(New Hires)**

Agency	Retiree Health Savings Account (Contribution during active employment)	Employer Contribution towards Retiree Only Health Insurance (Post-employment)	Employer Contribution towards Retiree + 1 Health Insurance (Post-employment)	Employer Contribution towards Retiree + 2 Health Insurance (Post-employment)	Vesting
	\$1200/year + \$25/ppp)				

**Appendix C – Table 5
Paid Leave**

Agency	Annual Vacation Leave					Vacation Max Carryover	Annual Sick Leave	Sick Leave Max Carryover	Holidays Fixed + Floating	Administrative/ Management/ Other Leave Hours per year
	Year 1	Year 5	Year 10	Year 15	Year 20					
Sebastopol²	120	144	144	192	192	SEIU 2x to 400 Unrep 3x	120 hours	Unlimited	SEIU 15 + 0 = 15 Unrep/ Dept. Heads 15 + 0 = 15 City Manager/ ACM 15 + 2 = 17	SEIU 0 Unrepresented/ Dept. Heads 100 hours City Manager and Assistant City Manager 120 hours
Cloverdale ³	CSEA 130	CSEA 180	CSEA 180	CSEA 210	CSEA 330	CSEA 304	120 hours	CSEA Unlimited	11 + 4 = 15	CSEA 0
	Unrep 160	Unrep 160	Unrep 160	Unrep 168	Unrep 264	Unrep 360		Unrep 2,000 hours		Unrep 80 hours
Corte Madera ⁴	80	96	120	160	138	SEIU 260 Others 300	96 hours	Unlimited	SEIU 10 + 5 = 15 Others 11 + 4 = 15	Confidential/Prof Technical 0 Dept. Heads 96 hours Mid Management 96 hours SEIU

² City Manager receives 260 hours per year of vacation

³ City Manager receives 200 hours per year of vacation

⁴ Town Manager receives 160 hours per year of vacation

**Appendix C – Table 5
Paid Leave**

Agency	Annual Vacation Leave					Vacation Max Carryover	Annual Sick Leave	Sick Leave Max Carryover	Holidays Fixed + Floating	Administrative/ Management/ Other Leave Hours per year
	Year 1	Year 5	Year 10	Year 15	Year 20					
										0
Cotati	CEA 80 Unrep 120	CEA 80 Unrep 120	CEA 120 Unrep 160	CEA 160 Unrep 200	CEA 160 Unrep 200	320	96 hours	Unlimited	CEA 12.5 + (2 to 4) = 14.5 – 16.5 Unrep 12.5 + 1 = 13.5	CEA 0 Unrepresented 40 – 80 hours- varies
Healdsburg	Exec, MM, IBEW 80	Exec, MM, IBEW 120	Exec, MM, IBEW 144	Exec, MM, IBEW 160	Exec, MM, IBEW 184	Exec/MM 3x IBEW 2x	Exec, MM, IBEW 96 hours	Unlimited	Exec, MM, IBEW 13 + 0 = 13	Exec 100 hours Mid Mngt 80 hours IBEW 0
Mill Valley	80	120	160	200	200	400	96 hours	AFSCME 180 days Non Rep DNA	11 + 4 = 15	AFSCME 0 Non Rep 24 – 80 hours- varies
Rohnert Park ⁵	152	168	192	216	232	550	Included in vacation	NA	12.5 + 1 = 13.5	Confidential 50 hours if exempt Management 100 hours

⁵ Paid Time Off-combined vacation and sick leave

**Appendix C – Table 5
Paid Leave**

Agency	Annual Vacation Leave					Vacation Max Carryover	Annual Sick Leave	Sick Leave Max Carryover	Holidays Fixed + Floating	Administrative/ Management/ Other Leave Hours per year
	Year 1	Year 5	Year 10	Year 15	Year 20					
										RPEA 50 hours if exempt SEIU None
Sausalito	Prof/ Tech 120 Mngt 136 SEIU 120	Prof/ Tech 136 Mngt 136 SEIU 136	Prof/ Tech 160 Mngt 160 SEIU 160	Prof/ Tech 160 Mngt 168 SEIU 160	Prof/ Tech 176 Mngt 192 SEIU 176	240	96 hours	Unlimited	Prof/Tech 11 + 2 = 13 Mngt 11 + 0 = 11 SEIU 11 + 2 = 13	Prof/Tech 0 Mngt 80 hours SEIU 0
St. Helena ⁶	Unrep 80 SHEA 80 MM 80	Unrep 80 SHEA 120 MM 80	Unrep 152 SHEA 160 MM 152	Unrep 160 SHEA 160 MM 160	Unrep 160 SHEA 160 MM 160	Unrep 280 SHEA 380 MM 280	96 hours	Unlimited	12 + 5 = 17 (EEs receive 2 floating days, but with 5 years of service, they receive 5)	Unrep 80 hours SHEA 0 Mid Mngt 40 hours City Manager 80 hours
Sonoma ⁷	80	136	152	176	176	2x	96 hours	Unlimited	12 + 2 = 14	Management 0-80 hours- varies General 0

⁶ City Manager receives 240 hours vacation per year with max carryover of 320 hours

⁷ At year 5 and 15, EE receives and additional 40 hours longevity leave

**Appendix C – Table 5
Paid Leave**

Agency	Annual Vacation Leave					Vacation Max Carryover	Annual Sick Leave	Sick Leave Max Carryover	Holidays Fixed + Floating	Administrative/ Management/ Other Leave Hours per year
	Year 1	Year 5	Year 10	Year 15	Year 20					
										City Manager 160 hours
Sonoma County	SCAMC / DH 137 SEIU/ Unrep 128 DSLEM 147	SCAMC / DH 137 SEIU/ Unrep 137 DSLEM 190	SCAMC / DH 168 SEIU/ Unrep 168 DSLEM 222	SCAMC / DH 184 SEIU/ Unrep 184 DSLEM 238	SCAMC / DH 200 SEIU/ Unrep 200 DSLEM 254	SCAMC/ DH 500 SEIU/ Unrep 360 - 440 DSLEM 500	96 hours	Unlimited	12 + 1 = 13	SCAMC/DH 60 hours SEIU 8 hours if supervisory DSLEM 0 Unrepresented 0

Appendix C - Table 6 Cash out during active leave		
Agency	Vacation Leave Cash Out During Active Employment	Administrative/Management Leave Cash Out During Active Employment
Sebastopol	<p>SEIU/Unrepresented/Dept. Heads <i>Can cash out 100 hours per year (per phone call)</i></p> <p>City Manager <i>Any vacation balance that exists in excess of three (3) times the Manager's accrual rate may be cashed out during the year but no later than December 1st of each year.</i></p> <p>Assistant City Manager <i>Any vacation balance that exists in excess of three times the Employee's accrual rate shall be transferred into a separate account. Annually, Employee may cash out up to 20 hours and transfer up to 40 hours to the deferred compensation form accrued bank.</i></p>	<p>SEIU NA</p> <p>Unrepresented <i>In the first full pay period of June of each fiscal year, the City will pay out the balance in each employee's Administrative Leave accrual bank or 40 hours, whichever is smaller.</i></p> <p>City Manager <i>100% can be cashed out</i></p> <p>Assistant City Manager <i>Management employees may be paid for up to 40 hours of unused administrative leave time at the end of each fiscal year.</i></p>
Cloverdale	<p>CSEA Employees may, on an annual basis (once per fiscal year) upon recommendation of the Department Head or his/her designee and upon discretionary approval of the City Manager or his/her designee, sell back up to one hundred (100) hours of vacation time, subject to the provision that no sell back will reduce an employee's leave balance to less than forty (40) hours and the employee will have taken a minimum of forty (40) hours of vacation during the preceding twelve (12) months. The City Manager or his/her designee may grant an exception in unique situations.</p> <p>Unrepresented The City agrees that employees may,</p>	<p>CSEA NA</p> <p>Unrepresented/City Manager None</p>

Appendix C - Table 6
Cash out during active leave

Agency	Vacation Leave Cash Out During Active Employment	Administrative/Management Leave Cash Out During Active Employment
	<p>with the approval of the City Manager request to sell back up to one hundred (100) hours of vacation the employee will accrue in the next calendar year if they have used at least 80 hours of accrued leave (vacation and/or administrative leave) within the prior twelve months, preferably with the leave being taken in forty (40) or eighty (80) hours blocks of time. Any vacation request that was denied during the prior twelve-month period would be honored as vacation time taken. Such requests must be approved by the City Manager.</p> <p>Effective December 2024, and during the month of December each year thereafter, there will be an irrevocable election period during which Employee may make an irrevocable election to cash out certain vacation that will be accrued during the following year (the “cash-out year”) on the form prescribed by Human Resources. The number of hours that the Employee intends to cash out must be indicated at that time. Failure to timely submit a properly completed irrevocable election form shall be the same as making no election. The cash-out of future vacation accruals is subject to the following conditions: An employee must have used at least eighty (80) hours of vacation and/or administrative leave for actual time off from work, including vacation requests that were denied, during the twelve (12) month period preceding the election.</p> <p align="center">City Manager</p> <p>Employee may sell back up to Eighty (80) Hours of vacation the employee will accrue in the next calendar year if they have used at least 80 hours of vacation within the prior twelve months, preferably with the vacation being taken in forty (40) or eighty (80) hours blocks of time.</p>	

Appendix C - Table 6
Cash out during active leave

Agency	Vacation Leave Cash Out During Active Employment	Administrative/Management Leave Cash Out During Active Employment
Corte Madera	<p align="center">Town Manager can cash out 40 hours.</p> <p align="center">Others None</p>	<p align="center">Confidential/Prof./Technical NA</p> <p align="center">Dept. Heads Accrued administrative leave shall be pro-rated based on the quarter in which separation occurs. Department Head employees may receive payment for a maximum of forty (40) hours for unused Administrative Leave. This payment is at the discretion of the Town Manager.</p> <p align="center">Town Manager The Manager may convert no more than forty (40) hours of unused administrative leave at the end of each fiscal year as payment or to be converted to deferred compensation and deposited into a 457 account.</p> <p align="center">Mid-Management None</p> <p align="center">SEIU NA</p>
Cotati	<p align="center">CEA</p> <p>For all employees, regardless of date of hire, up to one year's accrual of Vacation Leave, not to exceed one-hundred (100) hours of Vacation Leave may be cashed out per calendar year as long as the employee maintains at least an eighty (80) hour balance after the cash out. Employees may elect to receive up to a maximum of the above-listed hours of pay in lieu of time off for vacation. Such election shall be irrevocable, and made in the calendar year prior to the cash-out. Employees may only elect pay in lieu for</p>	<p align="center">CEA NA</p> <p align="center">Unrepresented None</p>

**Appendix C - Table 6
Cash out during active leave**

Agency	Vacation Leave Cash Out During Active Employment	Administrative/Management Leave Cash Out During Active Employment
	<p align="center">vacation time to be accrued in the following calendar year.</p> <p align="center">Unrepresented</p> <p>As applicable to that employee at the time of cash out, up to a maximum number of hours annually accrued, as indicated in Vacation Accrual Per Year, may be cashed out per calendar year, as long as the employee maintains at least an eighty (80) hour balance after the cash out.</p>	
Healdsburg	<p align="center">Executive</p> <p>Employees who have accumulated vacation days in excess of three times their annual accrual rate shall be paid for the excess accruals the second pay period in November of each year. At the employee's request any such payment may be moved to an existing voluntary City retirement savings plan.</p> <p>Election to Cash-Out Future Vacation Accruals: An employee may request a cash-out of certain amounts of vacation the employee will accrue in the next calendar year if they have a vacation bank of at least 120 hours.</p> <p>An employee must have a minimum balance of 120 hours of accrued vacation at the time of election.</p> <p>In no event will a cash out payment exceed the value of hours the employee has actually accrued for the period of time between January 1 and the distribution date in any given year.</p> <p align="center">Mid Management</p>	<p align="center">Executive/Mid Management</p> <p align="center">None</p> <p align="center">IBEW NA</p>

**Appendix C - Table 6
Cash out during active leave**

Agency	Vacation Leave Cash Out During Active Employment	Administrative/Management Leave Cash Out During Active Employment
	<p>Employees will be paid out the excess amount of accumulated vacation days beyond three times their annual accrual rate on the second pay period in November of each year.</p> <p>An employee must have a minimum balance of one hundred twenty (120) hours of accrued vacation at the time of election.</p> <p>In no event will a cash out payment exceed the value of hours the employee has actually accrued for the period of time between January 1 and the distribution date in any given year.</p> <p align="center">IBEW</p> <p>An employee must have a minimum balance of one hundred twenty (120) hours of accrued vacation at the time of election.</p> <p>An employee must have used at least forty (40) hours of vacation for actual time off from work during the twelve (12) month period preceding the election.</p> <p>In no event will a cash out payment exceed the value of hours the employee has actually accrued for the period of time between January 1 and the distribution date in any given year.</p>	
Mill Valley	None	<p align="center">AFSCME NA</p> <p align="center">Non Represented None</p>
Rohnert Park	None	<p align="center">Confidential</p> <p>Up to twenty (20) hours of unused administrative Leave may be paid in cash or its equivalent value applied towards an approved benefit program.</p>

Appendix C - Table 6
Cash out during active leave

Agency	Vacation Leave Cash Out During Active Employment	Administrative/Management Leave Cash Out During Active Employment
		<p align="center">Management Up to fifty (50) hours of unused Administrative Leave may be paid in cash or its equivalent value applied towards an approved benefit program.</p> <p align="center">RPEA Up to twenty 20) hours of unused Administrative Leave may be paid in cash or its equivalent value applied towards an approved benefit program.</p> <p align="center">SEIU NA</p>
Sausalito	<p align="center">Prof/Tech Hours above the cap will be paid out.</p> <p align="center">Management Hours above the cap will be paid out.</p> <p align="center">SEIU In December of each year, employees may make an irrevocable election to sell up to 80 hours of vacation in the upcoming calendar year. Vacation hours may be paid out as early as they are accrued in the next calendar year and must be paid out by the second pay period in December of the new calendar year.</p>	<p align="center">Prof/Tech NA</p> <p align="center">Management None</p> <p align="center">SEIU NA</p>
St. Helena	<p align="center">Unrepresented None</p> <p align="center">SHEA Any employee in a position represented by SHEA, who has more than 320 hours of accrued vacation leave, may have the option to receive a cash payment in lieu of their requested vacation time. This option to receive a cash payment in lieu of vacation time will only be available if (1) the employee has filed a written request</p>	<p align="center">Unrepresented None</p> <p align="center">SHEA NA</p> <p align="center">Mid Management None</p> <p align="center">City Manager</p>

**Appendix C - Table 6
Cash out during active leave**

Agency	Vacation Leave Cash Out During Active Employment	Administrative/Management Leave Cash Out During Active Employment
	<p>for leave at least 30 days prior to the commencement of the leave; and (2) management denies the employee's request for leave because of department workload and staffing needs. Any payment in lieu of requested vacation time will not be PERSable and will not be credited towards the employee's single highest year compensation for retirement purposes. This provision shall not apply to leave which is denied for a requested period due to management's approval of leave for other employees and in which leave would still be available for a period close to the requested vacation period.</p> <p align="center">Mid Management None</p> <p align="center">City Manager In recognition of the difficulty Manager may experience in taking time off and in order to comply with the accrual cap, Manager shall be entitled to cash-out up to 120 hours of accrued but unused vacation days.</p>	<p>Executive leave may not be carried over to subsequent years, and any remaining balance existing at the time of the City's final payroll cycle of the calendar year will be cashed out.</p>
Sonoma	<p align="center">Management Employees may request and receive payment at the base hourly rate for up to forty (40) hours of accrued vacation on an annual basis, provided that the employee has a minimum remaining vacation balance of eighty (80) hours following payment.</p> <p align="center">General Unit members may request and receive payment at the base hourly rate for up to forty (40) hours of accrued vacation on an annual basis, provided that the unit member has a minimum remaining vacation balance of eighty (80) hours following payment.</p>	<p align="center">Management None</p> <p align="center">General NA</p> <p align="center">City Manager None</p>

Appendix C - Table 6 Cash out during active leave		
Agency	Vacation Leave Cash Out During Active Employment	Administrative/Management Leave Cash Out During Active Employment
	<p>City Manager</p> <p>Employee may cash out up to forty (40) hours of vacation leave per calendar year, provided Employee maintains a balance of eighty (80) hours of vacation.</p>	
Sonoma County	None	None

Appendix C - Table 7 Short Term Disability and EAP		
Agency	Does Agency pay for Short Term Disability Insurance?	Does Agency pay for EAP benefits?
Sebastopol	Yes	Yes
Cloverdale	No	Yes
Corte Madera	No	Yes
Cotati	Yes	Yes
Healdsburg	No	Yes
Mill Valley	No	Yes
Rohnert Park	Yes	Yes
Sausalito	DNA	DNA
St. Helena	Yes	DNA
Sonoma	No	Yes
Sonoma County	No	Yes

APPENDIX D
SALARY MATRIX

City of Sebastopol
Salary Recommendations

Classification	Current Maximum	Market Total Compensation (Median)	% Above or Below Market	Raw Recommended Salary	Proposed Range	Proposed Maximum	Difference	Rationale
City Manager	\$20,417	\$26,119	-4.97%	\$21,586	367	\$21,680	\$1,263	Set to market
Assistant City Manager	\$15,081	\$23,613	-12.99%	\$17,406	323	\$17,408	\$2,327	Set to market
City Clerk	\$13,705	\$14,877	14.67%	\$11,286	237	\$11,337	-\$2,368	Set to market
Deputy City Clerk II	New	\$10,794	---	\$7,425	153	\$7,456	NA	Set to market
Deputy City Clerk I	New	---	---	---	133	\$6,749	NA	10% below Deputy City Clerk II
Administrative Services Director	\$14,665	\$20,946	-13.53%	\$17,026	319	\$17,065	\$2,400	Set to market
Accountant/Analyst	\$9,161	ID	---	---	205	\$9,664	\$503	10% above Accountant II
Accountant II	\$8,747	\$11,942	2.04%	---	185	\$8,747	\$0	No change; within 5% of market
Accountant I	New	---	---	---	165	\$7,916	NA	10% below Accountant II
Community Development Director	\$15,878	\$21,068	-6.77%	\$17,141	320	\$17,150	\$1,272	Set to market
Chief Building Official	\$12,271	\$16,825	-5.69%	\$13,128	267	\$13,166	\$895	Set to market
Associate Planner	\$9,526	\$12,835	1.38%	\$9,526	203	\$9,568	\$42	No market adjustment; within 5% of market; slight change is due to rolling into new salary matrix
Assistant Planner	\$8,616	---	---	---	183	\$8,660	\$44	10% below Associate Planner
Police Chief	\$16,872	\$22,560	-8.55%	\$18,551	336	\$18,575	\$1,703	Set to market
Police Captain	\$12,889	\$20,483	-21.02%	\$16,168	309	\$16,234	\$3,345	Set to market
Police Lieutenant	\$11,850	---	---	---	389	\$14,693	\$2,843	10% below Police Captain
Police Sergeant	\$10,503	\$12,259	-22.56%	\$11,891	247	\$11,916	\$1,413	Set to market
Police Officer	\$8,989	\$9,822	14.73%	\$9,670	206	\$9,713	\$724	Set to market
Police Officer Trainee	\$5,916	---	---	---	NA	\$6,659	\$743	20% below Step A of Police Officer
Police Records and Support Services Manager	\$8,207	Insuff Data	---	---	182	\$8,617	\$410	20% above Dispatcher II
Public Safety Dispatcher II	\$6,869	\$7,284	-11.33%	\$7,116	144	\$7,129	\$260	Set to market
Public Safety Dispatcher I	New	New	New	---	124	\$6,452	NA	10% below Public Safety Dispatcher I
Police Community Services and Evidence Technician	\$6,321	\$6,675	10.88%	\$6,889	138	\$6,919	\$598	Set to market

City of Sebastopol
Salary Recommendations

Classification	Current Maximum	Market Total Compensation (Median)	% Above or Below Market	Raw Recommended Salary	Proposed Range	Proposed Maximum	Difference	Rationale
Public Works Director/City Engineer	\$16,872	\$21,603	-3.94%	\$16,872	317	\$16,895	\$23	No market adjustment; within 5% of market; slight change is due to rolling into new salary matrix
Public Works Operations Supervisor	\$10,676	\$13,252	8.76%	\$9,503	202	\$9,521	-\$1,155	Set to market
Engineering Technician II	\$7,833	\$11,055	1.51%	\$7,833	163	\$7,838	\$5	No market adjustment; within 5% of market; slight change is due to rolling into new salary matrix
Engineering Technician I	\$7,050	---	---	---	143	\$7,094	\$44	10% below Engineering Technician II
Senior Public Works Maintenance Worker	\$8,992	\$11,020	17.45%	\$6,979	141	\$7,023	-\$1,969	10% above II
Public Works Maintenance Worker II	\$7,539	\$10,265	10.43%	\$6,327	121	\$6,356	-\$1,183	Set to market
Public Works Maintenance Worker I	\$5,768	---	---	---	101	\$5,753	-\$15	10% below II
Public Works Maintenance Assistant	\$4,718	ID	---	---	65	\$4,807	\$89	20% below I
Management Analyst II	\$8,616	\$12,990	-7.77%	\$9,502	202	\$9,521	\$905	Set to market
Management Analyst I	New	---	---	---	182	\$8,617	New	10% below Management Analyst II
Administrative Technician	\$8,616	\$10,750	10.81%	\$7,549	156	\$7,569	-\$1,047	Set to market

APPENDIX E
SALARY RECOMMENDATIONS

City of Sebastopol
Salary Recommendations

Classification	Current Maximum	Market Total Compensation (Median)	% Above or Below Market	Raw Recommended Salary	Proposed Range	Proposed Maximum	Difference	Rationale
City Manager	\$20,417	\$26,119	-4.97%	\$21,586	367	\$21,680	\$1,263	Set to market
Assistant City Manager	\$15,081	\$23,613	-12.99%	\$17,406	323	\$17,408	\$2,327	Set to market
City Clerk	\$13,705	\$14,877	14.67%	\$11,286	237	\$11,337	-\$2,368	Set to market
Deputy City Clerk II	New	\$10,794	---	\$7,425	153	\$7,456	NA	Set to market
Deputy City Clerk I	New	---	---	---	133	\$6,749	NA	10% below Deputy City Clerk II
Administrative Services Director	\$14,665	\$20,946	-13.53%	\$17,026	319	\$17,065	\$2,400	Set to market
Accountant/Analyst	\$9,161	ID	---	---	205	\$9,664	\$503	10% above Accountant II
Accountant II	\$8,747	\$11,942	2.04%	---	185	\$8,747	\$0	No change; within 5% of market
Accountant I	New	---	---	---	165	\$7,916	NA	10% below Accountant II
Community Development Director	\$15,878	\$21,068	-6.77%	\$17,141	320	\$17,150	\$1,272	Set to market
Chief Building Official	\$12,271	\$16,825	-5.69%	\$13,128	267	\$13,166	\$895	Set to market
Associate Planner	\$9,526	\$12,835	1.38%	\$9,526	203	\$9,568	\$42	No market adjustment; within 5% of market; slight change is due to rolling into new salary matrix
Assistant Planner	\$8,616	---	---	---	183	\$8,660	\$44	10% below Associate Planner
Police Chief	\$16,872	\$22,560	-8.55%	\$18,551	336	\$18,575	\$1,703	Set to market
Police Captain	\$12,889	\$20,483	-21.02%	\$16,168	309	\$16,234	\$3,345	Set to market
Police Lieutenant	\$11,850	---	---	---	389	\$14,693	\$2,843	10% below Police Captain
Police Sergeant	\$10,503	\$12,259	-22.56%	\$11,891	247	\$11,916	\$1,413	Set to market
Police Officer	\$8,989	\$9,822	14.73%	\$9,670	206	\$9,713	\$724	Set to market
Police Officer Trainee	\$5,916	---	---	---	NA	\$6,659	\$743	20% below Step A of Police Officer
Police Records and Support Services Manager	\$8,207	Insuff Data	---	---	182	\$8,617	\$410	20% above Dispatcher II
Public Safety Dispatcher II	\$6,869	\$7,284	-11.33%	\$7,116	144	\$7,129	\$260	Set to market
Public Safety Dispatcher I	New	New	New	---	124	\$6,452	NA	10% below Public Safety Dispatcher I
Police Community Services and Evidence Technician	\$6,321	\$6,675	10.88%	\$6,889	138	\$6,919	\$598	Set to market

City of Sebastopol
Salary Recommendations

Classification	Current Maximum	Market Total Compensation (Median)	% Above or Below Market	Raw Recommended Salary	Proposed Range	Proposed Maximum	Difference	Rationale
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Management Analyst II	\$8,616	\$12,990	-7.77%	\$9,502	202	\$9,521	\$905	Set to market
Management Analyst I	New	---	---	---	182	\$8,617	New	10% below Management Analyst II
Administrative Technician	\$8,616	\$10,750	10.81%	\$7,549	156	\$7,569	-\$1,047	Set to market