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City of Sebastopol
City-Wide Staffing Study
2022

CITY OF SEBASTOPOL CITY-WIDE STAFFING STUDY

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EXECUTIVE SUMMARY

In July 2021, the City of Sebastopol (City) allocated funding for a City-wide staffing study and in the fall of 2021, engaged Regional Government Services Authority (RGS) to conduct an assessment and provide recommendations regarding the City's staffing structure. The purpose and impetus for the study included the City's desire to:

- Review and analyze the City's current overall staffing structures.
- Consider options to align organizational and classification structures with relevant, effective municipal models found in other municipalities with similar demographics and functions.
- Respond to changing demographics and new developments in technology and service delivery methods.
- Receive personnel allocation options to achieve more effective ongoing and future City services.

The following executive summary represents the identified staffing considerations, broken down into three phases of timeframes for implementation and a summarized cost estimation. A full description of the findings and staffing options have been included following this summary. The City may make as many or as few of the following recommendations as fiscally prudent and consistent with the mission, vision, core services, and goals of the City.

PHASE 1 (IMMEDIATE, WITHIN 3 MONTHS)

These options are considered either critical to the City's operations or administrative in nature resulting in minimal or no cost to the City.

➤ City Hall

Add a 1.0 FTE support position for the City Clerk/Assistant City Manager

The combined roles of Assistant City Manager and City Clerk are too large for one individual to perform. An allocated Deputy City Clerk would perform both required and routine tasks such as: Processing official City documents; facilitating virtual meetings; meeting specific Brown Act requirements; and serving as City Clerk in the absence of the incumbent.

Add a 1.0 FTE administrative support position to provide coverage to the public counter in City Hall

An Administrative Assistant or similar classification would provide primary coverage for the public counter to answer City telephones, provide customer assistance, and furnish administrative support for City departments when activity at the counter is low. RGS recommends the position be allocated to the City Manager's Office.

➤ **Administration**

Reclassify the Junior Accountant position

The classification title of Junior Accountant is outdated. The position appears to be performing Accounting Technician level duties. This action would help define the role more appropriately for the duties of the positions and enhance recruitment and retention.

➤ **Fire**

Change the Volunteer Stipend payment method

RGS learned that the volunteer Firefighter stipends are paid out of payroll. To ensure protection of the volunteer status, RGS recommends all volunteer stipends be paid out of Accounts Payable.

Decide whether to contract out Fire services

The City has been reviewing the possibility of contracting out Fire Services. The decision to contract out or retain a sustainable internal Fire Department should be a Phase 1 (Immediate) priority. Implementation of any necessary changes should begin no later than Phase 2 (Mid-Range).

➤ **Planning**

Reclassify the Senior Administrative Assistant to a Planning Technician

A Planning Technician position would provide paraprofessional technical support to relieve professional planning staff of routine permitting duties. RGS recommends that the incumbent have permit certification by American Planning Association.

➤ **Public Works**

Add a 1.0 FTE Permit Technician

A Permit Technician position would collate permit application packets, coordinate vendor insurance with Risk Management review, issue over the counter permits, and cover the front counter in the absence of the Administrative Assistant.

Retain the part-time Administrative Assistant

The Administrative Assistant would continue to perform public counter support duties during peak hours, provide the Permit Technician time to focus on specific permit work, and meet with applicants on more complex projects.

Retitle Maintenance classification titles

Retitle all Maintenance Worker III and/or Lead Worker positions to Senior Maintenance Worker to create a consistent titling structure.

Add 2.0 FTE maintenance staff to address deferred mandated maintenance

Add two (2.0) Maintenance Workers (one for Water System Treatment; one for Sewer Systems) to allow the department to address mandated maintenance projects and processes.

PHASE 2 (MID-RANGE, WITHIN 12 MONTHS)

These options will increase the efficiency of City programs and services, but may be deferred for a short period of time. RGS recommends these considerations be implemented within twelve months.

➤ City Hall

Add a 1.0 FTE Analyst to the City Manager's Office

Consider allocating a Management Analyst to work for the City Manager's Office to provide analytical support for policy, program, and services analysis. In addition, the position could augment the City's capacity to research, procure, and administer available grants. This function has not existed due to limited City Manager's Office staffing levels. RGS notes that the current Management Analyst classification salary level is significantly under the comparator agencies' market median.

➤ Administration

Add a 1.0 FTE Accounting Manager

This position would provide direct supervision of administration staff and provide higher-level research and analysis support to the Administrative Services Director.

➤ Fire

The City is currently assessing if maintaining a city-based Fire Department is sustainable. If the City decides a volunteer Fire Department is no longer sustainable, RGS recommends the City consider the following at the earliest possible timeframe:

Consolidate with a nearby Fire District

RGS understands that the City has explored discussions with Gold Ridge Fire. Sebastopol could also explore contracting with the Sonoma County Fire District.

If the City decides to continue with a volunteer Fire Department, RGS recommends the following to assist with current staffing issues:

Recruit fire personnel from local colleges and universities for limited-term appointments.

Using limited-term personnel would allow a ready supply of staff for day and night coverage and long-term cost savings as the employee does not vest in CalPERS.

Add additional City Staff: 1.0 FTE Captain, 1.0 FTE Firefighter, utilize the 1.0 FTE Senior Administrative Assistant as a full-time Fire Department position, and review ways to increase the number of volunteer Firefighters that can be called upon for support

Adding permanent allocated staff would provide immediate emergency response to calls. Volunteer staff would continue to be used to provide ongoing support.

➤ **Planning**

Reclassify the Associate Planner to a Senior Planner - retain both classifications, filling only one classification title at a time (allows training and career development opportunities)

The upgraded Senior Planner would allow the department to increase its capacity to undertake and perform more complex professional planning work. The workload over the last two years sustains this recommendation.

➤ **Police**

Reclassify the Police Technician to Police Evidence Technician

This change would facilitate direct oversight of the highly regulated property and evidence program, public counter interactions, and LiveScan services.

Add 1.0 – 2.0 FTE Police Officers and 1.0 FTE Dispatcher

RGS recommends adding one Police Officer to both the day and night shifts (2 total), and one additional dispatcher to provide coverage and/or allow for overlap with 10-hour shifts to provide coverage, allow flexibility for training, and help reduce overtime.

Add 1.0 FTE Management Analyst to support the Chief and other management staff

A Management Analyst would provide technical assistance on administrative and analytical matters, write, and develop staff reports, conduct a variety of analytical and operational studies such as crime analysis and statistics, grant administration and reporting, support for tracking and scheduling training, and back up for key FBI, POST, and other required services, systems, and reporting requirements.

Add a 1.0 FTE Sergeant

An additional Administrative Sergeant would be responsible for POST-EDI and Training, and would provide additional coverage on patrol when needed.

Add a School Resource Officer at 0.5 or greater FTE

RGS learned from the department that there is support from local schools conceptually and possibly financially for a school resource officer to help prevent violence in schools.

PHASE 3 (LONG-TERM, WITHIN 36 MONTHS)

Those options that can be considered through natural attrition or when fiscal circumstances allow.

➤ **City Hall**

Separate the functions of the City Manager and City Attorney

As a best practice and to allow for additional checks and balances between the roles of City Manager and City Attorney, RGS recommends the City consider separating the functions of the City Manager and City Attorney if the incumbent separates from employment. RGS notes the current salary is below the comparator agencies' market median. The City could also consider contracting for the attorney services.

Separate the functions of the Assistant City Manager and City Clerk

Staffing both functions with a single individual limits the capacity of each role, taxes the resiliency of the incumbent, and may limit the progress and results for the City. RGS recommends the City consider separating the functions of the Assistant City Manager and City Clerk functions.

➤ **Administration**

Utilize an Intern for special projects

Set up an internship program with Sonoma State or the junior and community colleges to provide one or more interns each semester for specific roles like reconciling the utility database to parcels, assessing utility fee structures, reviewing benefit offerings, and enrollments.

➤ **Building/Planning**

Merge Building and Planning into one department

A single department would create efficiencies for the community by combining the counter for planning and building, allowing for shared customer service and permitting staff. The work of both departments is interrelated, and they serve the same customer base. With the services split between departments across the City, residents must make several calls and visit two or three locations to complete their business.

➤ **Public Works**

Reclassify Public Works Superintendent to Public Works Director and City Engineer, merge Public Works and Engineering

The merging of these functions would create efficiencies for staff and the public. Creating a position to serve as department head and City Engineer would replicate the staffing structure of other City Departments and provide on-site professional engineering expertise. This option should be considered through natural attrition.

PHASES 1-3 COST ESTIMATIONS AND ORGANIZATIONAL CHARTS

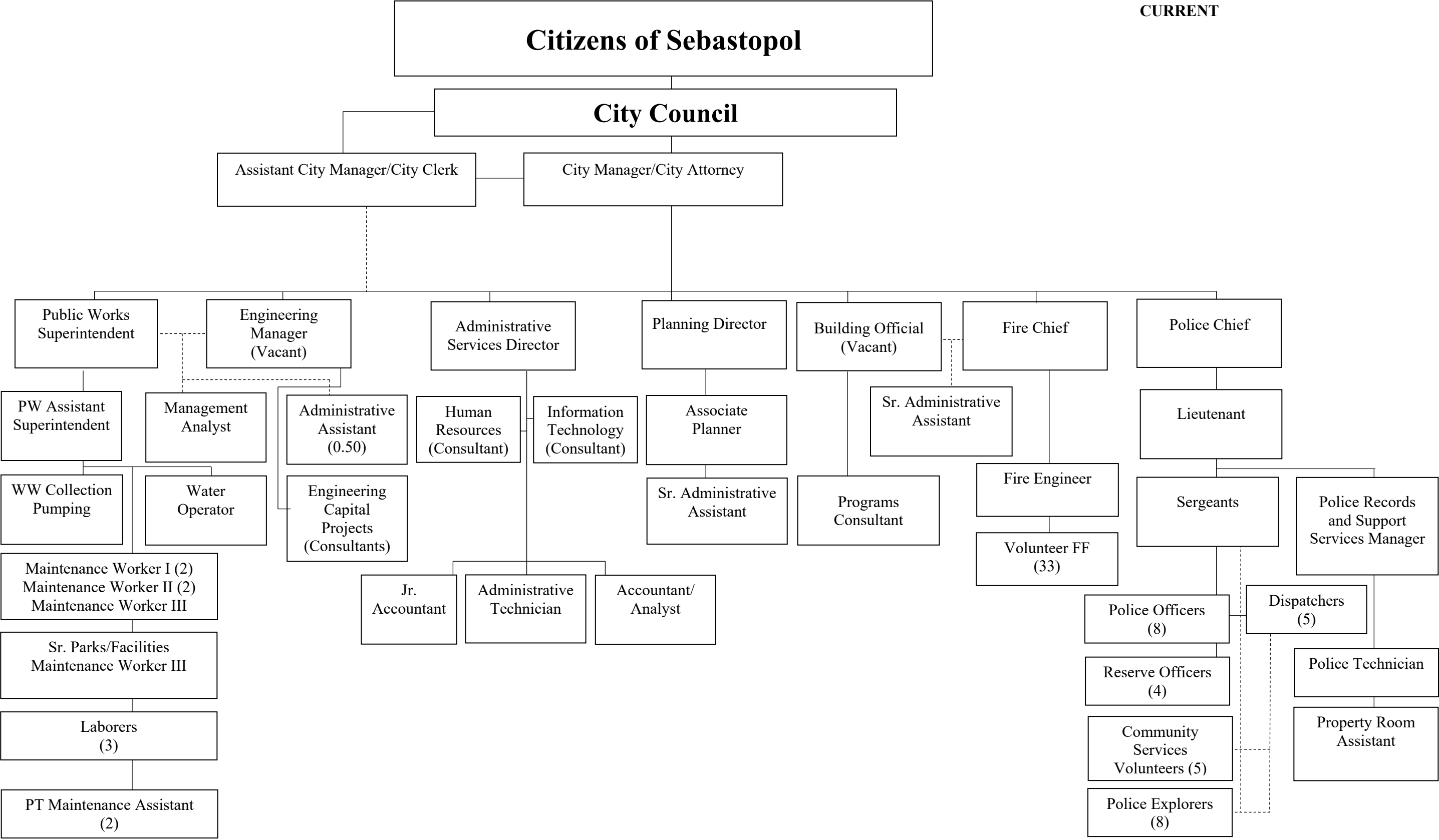
Department	Current Class	Current Annual Salary	Proposed Class	Proposed Annual Salary	Annual Net Cost	Action
PHASE 1 IMMEDIATE - WITHIN 3 MONTHS						
City Clerk	N/A	\$0	Deputy City Clerk	\$92,593	\$92,593	New Classification
City Manager	N/A	\$0	Administrative Assistant	\$71,629	\$71,629	Additional Allocated Position
Administrative Services	Junior Accountant	\$94,679	Accounting Technician	\$94,679	\$0	Retitling Pending Salary Survey
Fire	Volunteer Firefighters	N/A	Volunteer Firefighters	N/A	N/A	Transition stipends for volunteers to Accounts Payable
Fire	N/A	N/A	N/A	N/A	N/A	Consider contracting Fire Services
Planning	Senior Administrative Assistant	\$83,293	Planning Technician	\$62,916	-\$20,377	Add/Delete
Public Works Department	N/A	\$0	Permit Technician	\$88,233	\$88,233	New Classification
Public Works Department	Administrative Assistant (part-time)	\$35,815	Administrative Assistant (part-time)	\$35,815	\$0	Retain current staffing
Public Works Department	Maintenance Worker III/Lead Maintenance Worker	\$94,481	Senior Maintenance	\$94,481	\$0	Retitle Classification

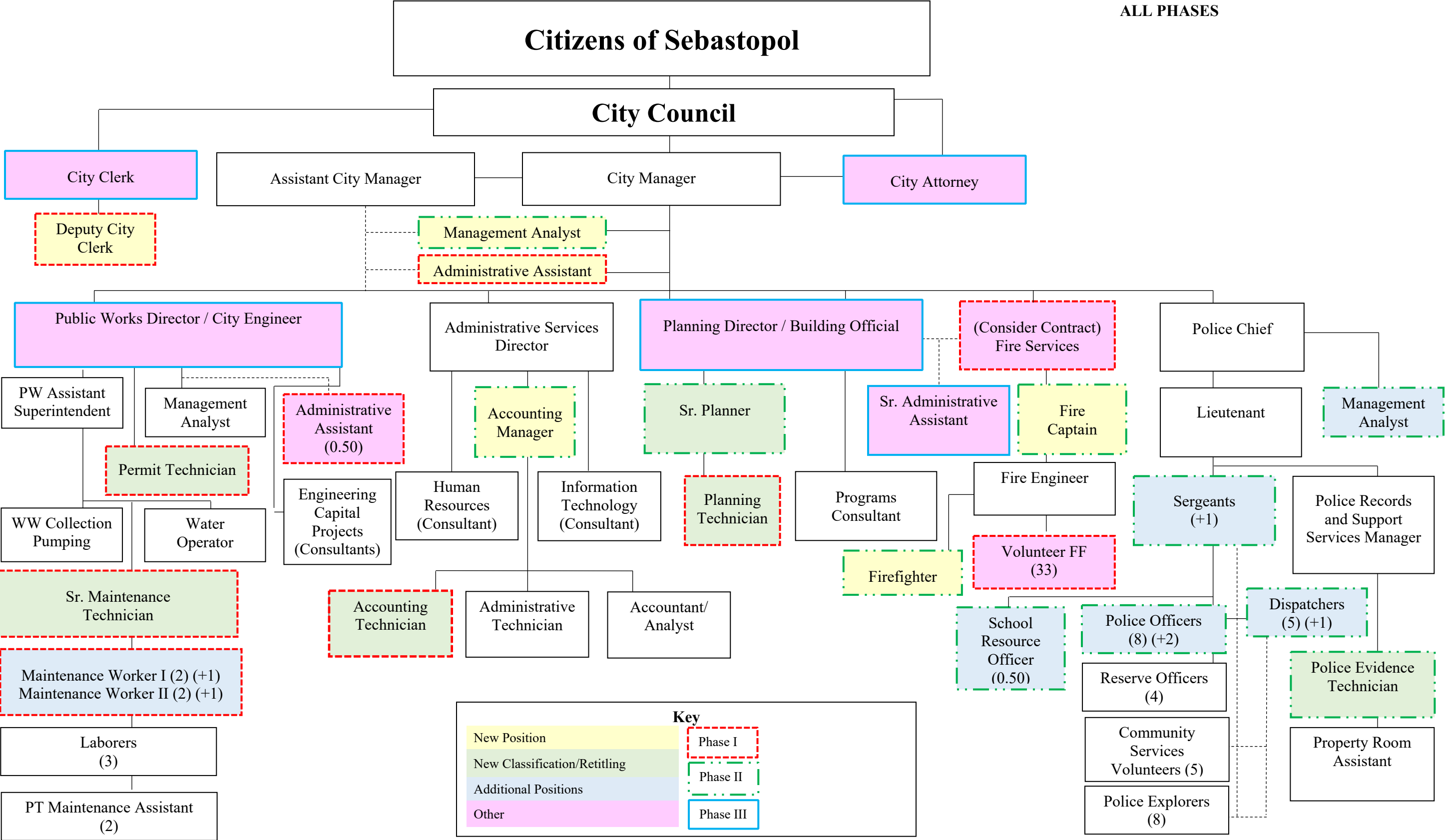
Department	Current Class	Current Annual Salary	Proposed Class	Proposed Annual Salary	Annual Net Cost	Action
Public Works Department	N/A	\$0	Maintenance Worker I	\$63,380	\$63,380	Additional Allocated Position
Public Works Department	N/A	\$0	Maintenance Worker II	\$50,870	\$50,870	Additional Allocated Position
COST - PHASE 1 (SALARY ONLY)						\$346,328
PHASE 2 WITHIN 12 MONTHS						
City Manager	N/A	\$0	Management Analyst	\$94,679	\$94,679	Additional Allocated Position
Administrative Services	N/A	\$0	Accounting Manager	\$116,279	\$116,279	New Classification
Fire Department	N/A	\$0	Fire Captain	\$125,160	\$125,160	New Classification
Fire Department	N/A	\$0	Firefighter	\$101,352	\$101,352	New Classification
Planning Department	Associate Planner	\$104,676	Senior Planner	\$119,556	\$14,880	Reclassification/New Classification
Police Department	Police Technician	\$62,837	Police Evidence Technician	\$69,121	\$6,284	Add/Delete
Police Department	N/A	\$0	Police Officer	\$98,784	\$98,784	Additional Allocated Position
Police Department	N/A	\$0	Police Officer	\$98,784	\$98,784	Additional Allocated Position
Police Department	N/A	\$0	Police Dispatcher	\$75,481	\$75,481	Additional Allocated Position
Police Department	N/A	\$0	Management Analyst	\$94,679	\$94,679	Additional Allocated Position

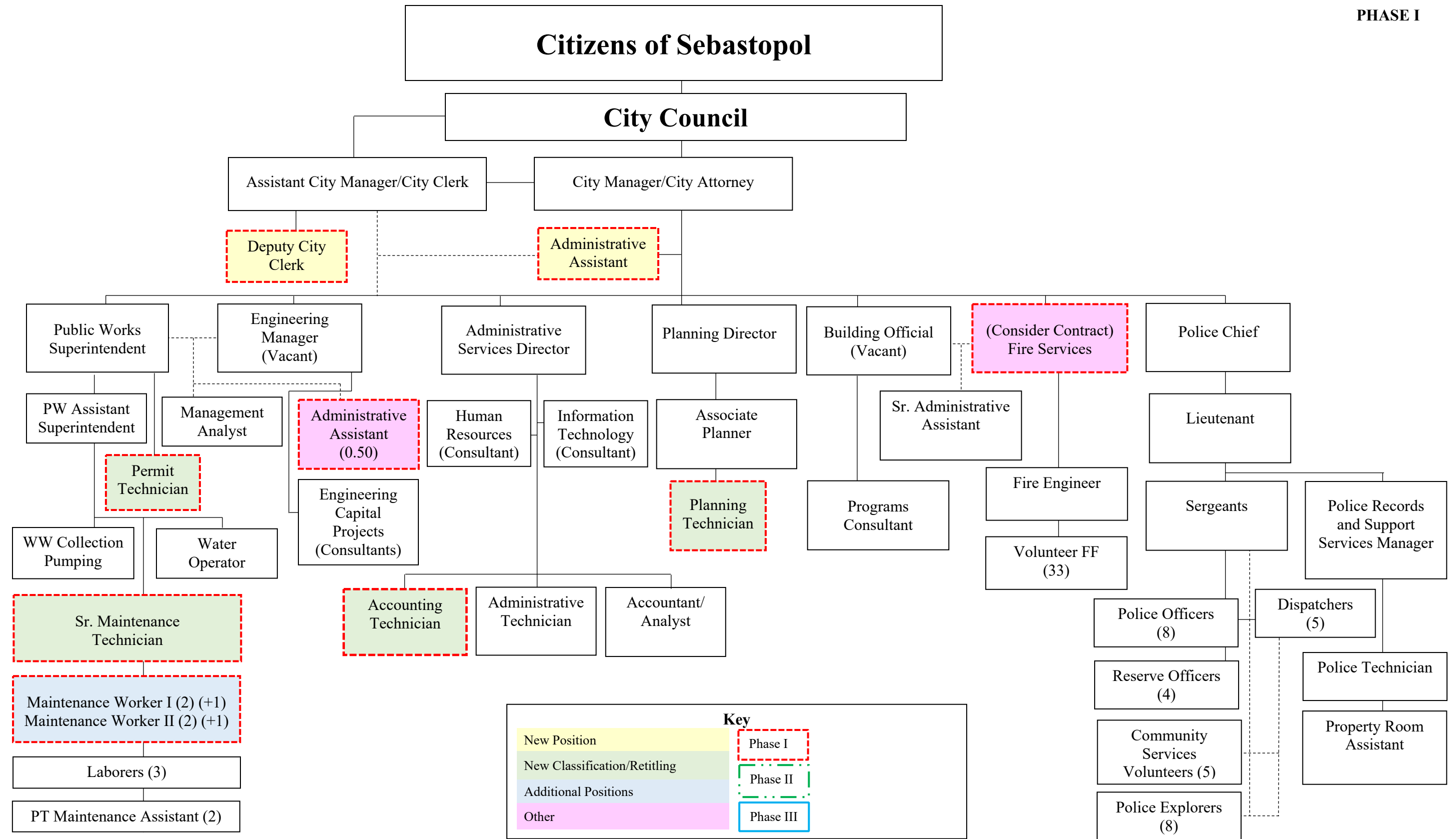
Department	Current Class	Current Annual Salary	Proposed Class	Proposed Annual Salary	Annual Net Cost	Action
Police Department	N/A	\$0	Police Sergeant	\$115,413	\$115,413	Additional Allocated Position
Police Department	N/A	\$0	School Resource Officer	\$49,392	\$49,392	Additional Allocated Position
COST - PHASE 2 (SALARY ONLY)						\$941,775
PHASE 3 WITHIN 36 MONTHS						
City Manager	City Manager/City Attorney	\$187,042	City Manager	\$236,808	\$49,766	Separation of Classifications*
City Manager	Asst. City Manager/City Clerk	\$174,014	Assistant City Manager	\$174,014	\$0	Separation of Classifications
City Clerk	N/A	\$0	City Clerk	\$130,008	\$130,008	Separation of Classifications
Planning/Building	N/A	N/A	N/A	N/A	N/A	Consider combining depts
Public Works Department	Public Works Superintendent	\$154,935	Public Works Director/City Engineer	\$200,724	\$45,789	Add/Delete
COST - PHASE 3 (SALARY ONLY)*						\$225,563

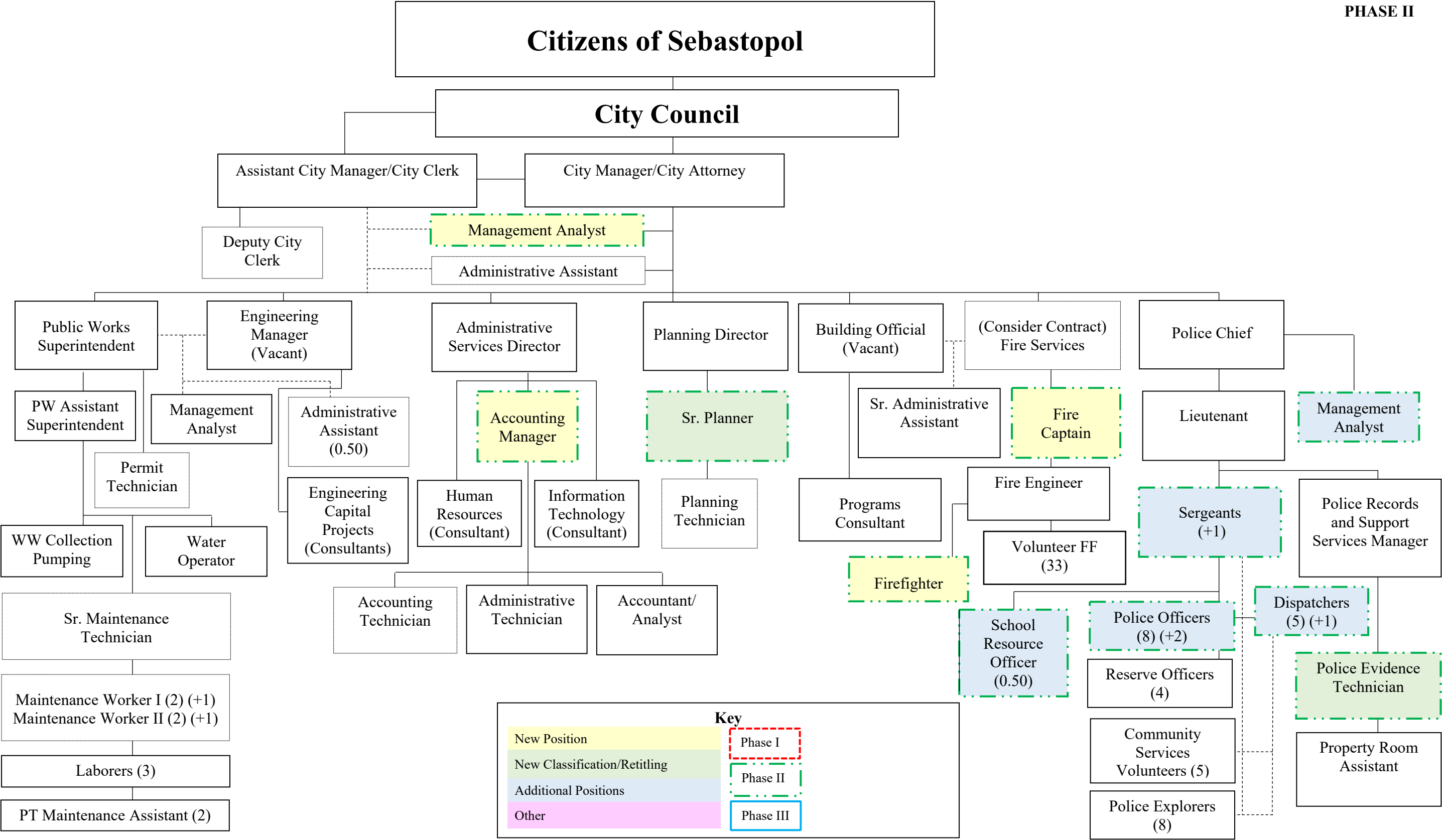
*Cost only includes an increase from current City Manager/City Attorney salary to updated City Manager salary. There would be an additional cost to contract for legal counsel services.

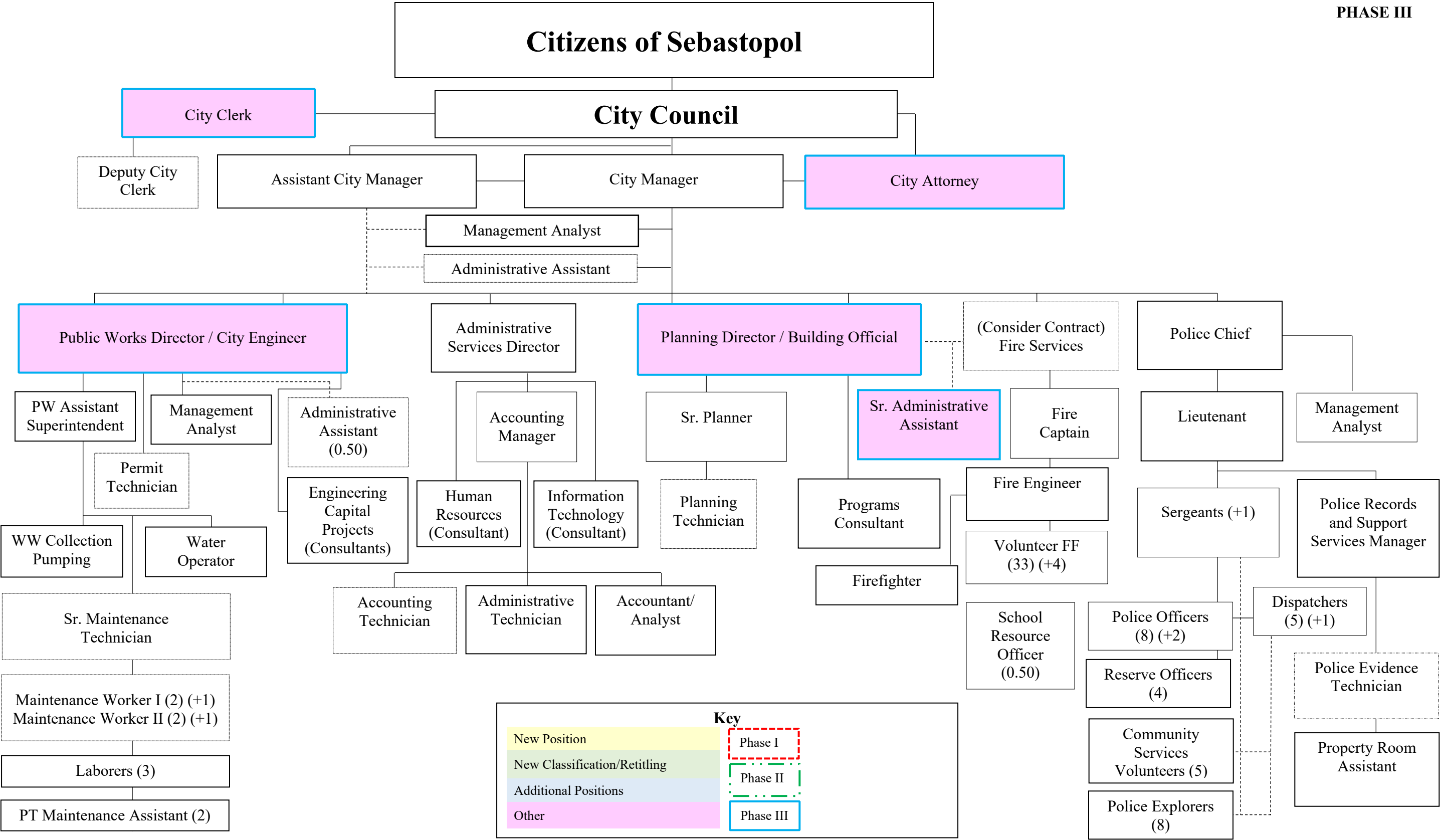
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INTRODUCTION

In a desire to fill positions, provide transparency, and best serve the community, the City Council requested a City-wide staffing study to determine optimal levels and types of staffing options for the programs and services provided by the City.

The results of that study are contained within this report and the attached Appendices. The methodology and comparable agencies reviewed are included in **Appendix A – RGS Study Methodology**.

FINDINGS AND ANALYSIS

FUNCTIONAL OVERVIEW OF THE CITY OF SEBASTOPOL ORGANIZATION

The City of Sebastopol has been incorporated in Sonoma County, California since 1902 as a Council/City Manager form of Government. The City's adopted budget for 2021-2022 shows approximately ninety-four people engaged in providing City services, including regular employees, volunteer firefighters, and reserve police officers. Employees work in more than thirty-five job classifications in the following eight (8) departments.

- City Manager's Office
- Administrative Services
- Building
- Fire
- Planning
- Police
- Public Works

The following sections provide a closer look at Sebastopol from a city-wide and department level.

CITY MANAGER'S OFFICE

Administration Overview

The main functions of the City Manager's office include administrative direction and oversight for all operations of City Government, execution of City Council policy and direction, the provision of advice, staff support, and counsel to the City Council including legal representation, administration of the City's records management programs, official internal and external communications, and administration of legislation requirements related to elections, public meetings, public records, maintenance of the City's official seal, and direction and guidance for City departments and special projects.

City Manager/City Attorney

The City Manager/City Attorney is staffed by one individual and consists of two separate job classifications with distinct roles within the City. Typical City Manager and City Attorney roles and priorities are included in **Appendix B – City Manager / City Attorney**.

Assistant City Manager/ City Clerk

The Assistant City Manager/City Clerk (ACM/CC) is also staffed by a single individual and consists of two separate and distinct positions. The City Clerk is appointed by the City Council and the Assistant City Manager is appointed by and reports to the City Manager. Typical City Clerk and Assistant City Manager roles and priorities are included in **Appendix C – City Clerk / Assistant City Manager**.

Current Staffing Challenges

The City Manager’s Office is staffed with two (2) full-time employees each performing in two separate classifications/functions. This arrangement may seem to maximize efficiencies and minimize costs; however, it also brings challenges and limitations related to workload, unintended conflicts, and separation of duties.

Lower-level routine duties such as calendaring, scheduling, transcribing meeting minutes, scanning and posting materials and resolutions, preparing meeting packets, photocopying, scanning, creating, and labeling PDF files, and answering City calls for routine information are being performed by the highest-level employees of the City.

City Manager / City Attorney

Staffing both positions with a single individual may limit important checks and balances between these positions and opens the door for the reality or perception of a conflict of interest.

In addition, performing both functions may cause a workload issue for a single individual. The City currently has a unique individual in both roles. RGS is aware of a few entities in California with a similarly combined City Manager / City Attorney role, however, when staffing structures of comparable agencies were reviewed, RGS found that these agencies have separate positions or roles of City Manager and City Attorney. A few have allocated employee positions for City Attorney, while most contract these services. None of the comparator agencies have City Manager and City Attorney functions performed by the same employee. The list below shows how the roles are staffed in the reviewed agencies. Some cities choose one general business attorney and then hire employment, contract, and other specialties as needed. Other cities choose to contract with a larger firm with a broad base of specialties under one roof.

By Contract Service		By Allocated Position - Employee	
Calistoga	Rohnert Park	Petaluma	Windsor
Corte Madera	Cotati	San Anselmo	
Healdsburg	Cloverdale		
Larkspur	Novato		
Sonoma	Fairfax		
St. Helena	Sausalito		
Tiburon	Mill Valley		

Assistant City Manager / City Clerk

Along with all duties of the City Clerk, the Assistant City Manager is expected to work with outside counsel and human resources consultants regarding personnel issues, assist with negotiations and serve on the negotiating teams, produce various staff reports and participate and lead various committees. The role also is also expected to act as City Manager in the absence of the City Manager.

Staffing Needs as Defined by the Department

During the study the City Manager expressed concerns regarding the workload of the current Assistant City Manager/City Clerk (ACM/CC) describing it as “excessive” and requiring a less than sustainable workday that begins before 7:00 am and ends long after 10:00 pm. The ACM/CC provided a similar description of the workload and suggested that the City should either split the positions or provide qualified and trained support to the City Clerk and to the City Manager if the incumbent leaves.

During the interviews, RGS also heard from staff in the Administration and Planning Departments who perceived the need for their limited staff to frequently serve as first City contact with the public both on the phone and at the front counter, which they believe is a role that should be borne or shared by the City Manager’s Office. They felt that the provision of “first contact” services has a negative impact on their ability to perform the essential functions of their planning, accounting, utility billing, and business license program duties.

A review of the staffing structures of the comparable agencies found that each city is somewhat unique in how they staff their City Manager’s Office. This information, along with City Manager and staff roles and priorities are included in **Appendix B – City Manager / City Attorney**.

Identified Staffing Considerations

RGS found that the staffing in the City Manager’s Office is insufficient to perform all the duties required of the office. There are four (4) distinct functions, City Manager, City Attorney, Assistant City Manager, and City Clerk, being performed by two (2) employees. This results in overburdening staff, limits the capacity for highest and best use of executive staff, reduces the quality and quantity of tasks that can be accomplished, exacerbates excessive workloads, and promotes delegation of some duties to other City staff which may be more appropriately done by the City Manager’s Office.

Consideration 1: Separate the functions of City Manager and City Attorney

As a best practice and to allow for additional checks and balances between the roles of City Manager and City Attorney, when the current incumbent separates from employment, RGS recommends the City consider separating the functions of City Manager and City Attorney. While there are municipalities in the State with a dual role of City Manager/City Attorney, in the comparable agencies reviewed, the roles are staffed separately and most use a contract service for City Attorney.

Consideration 2: Separate the functions of City Clerk/Assistant City Manager when feasible, and support those functions by adding 1.0 FTE Deputy City Clerk

The combined roles of Assistant City Manager and City Clerk are too large for one individual to perform. None of the comparable agencies use such a combined role. The City may consider separating the roles of City Clerk / Assistant City Manager when feasible. While both roles continue in one position, the City should authorize an allocation of 1.0 FTE Deputy City Clerk to support the combined role. This would allow tasks to be assigned to the appropriate levels and provide respite for the City Clerk during absences and vacations.

Consideration 3: Provide professional level analysis to the Office of the City Manager

Consider authorizing an allocation of 1.0 FTE Administrative Analyst or Management Analyst to work for the City Manager's Office to provide analytical support for policy, program, and services analysis.

Consideration 4: Provide customer service and clerical support for the public counter located in City Hall

The City's primary public counter currently serves Administration, Finance, Utilities, Business License, and Planning. RGS recommends the City consider a Receptionist or some level of Administrative Assistant to answer City telephones, provide customer service at the City's front counter, and provide administrative support to other City Departments when activity at the counter is low. Due to the conflicts that can arise for an employee serving multiple departments and functions at a public counter, RGS recommends the City consider oversight of the position be through the City Manager's Office.

ADMINISTRATIVE SERVICES

Administration Overview

The main responsibility of the City's Administrative Services Department is the City's financial records, including: Preparation of the annual City budget; monitoring of City's financial health; preparing and issuing various financial updates and reports; providing payroll services for City employees; administering employee insurance and benefit programs; administering and managing various grants; issuing business licenses; providing financial management for City's enterprise funds; and providing financial support to other departments.

Current Staffing Challenges

While designated as an Administrative Services Department, the department functions more similarly to a Finance Department. While the Information Technology (IT) contract is overseen by the Administrative Services Director, the IT function itself is performed by contract employees. The Administrative Services Department performs changes to the master payroll file including adding new employees into the system, changing pay rates, and generating payroll calculations, which have been identified as human resources (HR) duties, however, traditional HR functions such as recruitment, selection, discipline classification, compensation, labor relations, grievances are all handled by contract staff or by individual departments. The Assistant City Manager provides support for and works directly with contract HR and legal on disciplinary actions, appeals, arbitrations, grievances, long-term leave, and disability retirement case management.

The compliance and reporting roles of the City's Administrative Services Director have grown each year due to increased legislation, federal relief programming, and state and federal grant reporting requirements. This work is both labor intensive and detail oriented, requiring blocks of

focused time. The Administrative Services Director currently oversees two divisions (accounting and fiscal reporting), two outside contracts providing consulting services for HR and IT, and two critical service programs (utilities and business license). Provision of supervisory or lead worker support may benefit the Director and the Department. A majority of the comparable agencies provide a senior, supervisory, or manager level support to department directors.

The department shares duties at the public counter with the Planning Department. This shared arrangement has caused scheduling issues related to coverage during breaks, vacations, and sick leave. Additionally, the work of finance and accounting requires keen attention to detail and focus, and constant interruptions at the front counter require longer to complete analysis and reconciliations and increase the possibility of error. A customer service position to focus on front counter duties is preferable. RGS has recommended the addition of a support position in the City Manager's Office.

Staffing Structures in Comparable Entities

The structures in the comparable entities are diverse and depend on the functions included within the Finance and Administration departments. There were three main structures:

- Finance and Accounting
- Administrative Services “traditional” Finance and Accounting plus oversight for HR and/or IT consultants
- Administrative Services “broad” covering HR, IT, Fleet, Risk Management, and other services.

Sebastopol is a hybrid between a Finance, Accounting, and HR model and an Administrative Services model. The Sebastopol Department works with HR and IT consultants to provide services and handles purchasing for City administration as well as traditional finance and accounting, utilities, and business license functions. Administrative Services roles and priorities are included in **Appendix D – Administrative Services**.

Staffing Needs as Defined by the Department

Each member of the Department staff expressed the need for a customer service representative or receptionist to attend to the front counter with finance and planning employees providing back up for breaks, lunches, absences, and service for specific questions related to their assigned programs and services.

Identified Staffing Considerations

Consideration 1: Reclassify the Junior Accountant position

RGS reviewed other municipalities for the roles within the Administrative Services Department and found that the classification of Junior Accountant is not utilized within comparable entities. The position is performing typical accounting duties. RGS recommends converting the classification to a more traditional role of Accounting Technician to help define the role more appropriately for the duties performed and to enhance recruitment and retention.

Consideration 2: Addition of an Accounting Manager with supervisory responsibilities

To support staff within the Administrative Services Department, meet workload demands, and allow for higher-level research and analysis, RGS suggests the City consider adding an Accounting Manager or Senior Accountant to the Department.

Consideration 3: Utilize an Intern for Special Projects

To stretch the department's budget and also obtain additional assistance for special research and analysis, the City may consider setting up an internship program with Sonoma State or the community and junior colleges to provide one or more interns each semester for specific roles like reconciling the utility database to parcels, assessing utility fee structures, and/or reviewing benefit offerings and enrollments.

BUILDING AND SAFETY

Building Department functions are contracted out as described below. This contract is currently overseen by the Fire Chief.

Building and Safety Overview

The Building and Safety Department is responsible for the administration of the City of Sebastopol construction codes relative to new and existing development, and alteration or repair to residential, commercial, and industrial buildings and properties. Assigned functions include planning, coordinating, and managing city activities related to building and construction inspections, and reviewing construction plans, drawings, and specifications for compliance with state and local regulations. Building and Safety Department functions are coordinated with the City Planning and Public Works Departments.

Current Staffing Challenges

When the previous Building Official retired, it was determined that contracting out the Building Official function would best serve the City. The City contracted with Phillips Seabrook Associates. Daryl Phillips is a Certified Building Official and a Certified Floodplain Manager; both of these functions are beneficial for the City. Daryl Phillips is able to supply Building Official/Floodplain Manager functions as needed and can perform support for building inspections if necessary.

Day to day building inspections are performed by one of the staff, Steve Brown, who has been assigned to perform building inspections as needed, usually between four to eight hours per day. Any problems encountered by Daryl Phillips or Steve Brown are reviewed with the Fire Chief, Bill Braga.

According to the Chief Braga, contracting the Building Department functions has worked well for the City. Chief Braga said both he and the City Manager, Larry McLaughlin, support continuing this contract. Chief Braga reviews any issues with the City Manager as they arise. Phillips Seabrook has handled the contracted responsibilities efficiently and effectively. There is no need for a full-time Chief Building Official or a full-time Building Inspector at this time based on the activity occurring in the City. There is currently no need for other administrative support for this function. According to the Building Department budget and discussions with the department, this arrangement is expected to save the City approximately \$40,000 this year.

In all except one of the municipalities reviewed, the building function is housed with planning under either a Planning and Building Director or a Community Development Director. The chart showing staffing structures for building functions at comparable entities is reflected the Planning section, Appendix F – Planning Department.

Staffing Needs as Defined by the Department

Chief Braga does not feel there are any changes needed for Building Department function.

Identified Staffing Considerations

Consideration 1: Merge Building and Planning into one department.

The efficiencies of combining the counter for planning and building will allow for shared customer service and permitting staff. The work of both departments is interrelated, and they serve the same customer base. With the services split into two departments and spread across the city between planning, building, and public works (contract administration and lot and grading permits), residents must make several calls and visit two or three locations to complete their business. The addition of the recommended administrative support position in the City Manager’s Office to cover the public counter will allow Planning staff who had been required to cover the counter to absorb the duties currently performed by the 0.5 FTE Senior Administrative Assistant allocated to the Building function. RGS recommends that Code Enforcement duties remain within the Police Department.

FIRE

Fire Overview

The Fire Department is responsible for traditional fire safety programs and emergency response. The Fire Department provides emergency response to fires (buildings, vehicles, and wildfires), vehicle accidents, medical emergencies, rescues, and hazardous conditions. It provides non-emergency response to public and invalid assistance requests, public education, and fire inspection services.

The City has discussed consolidating Fire services, and at least one option has been considered. The assessment and recommendations in this report include both the City’s continued use of paid staff in the City’s Fire Department, or the potential consolidation of Fire services. In addition to the Fire Chief, the Fire department is currently allocated one (1) Fire Engineer, and one (1) Senior Administrative Assistant (assigned as a 0.5 FTE to the Fire Department) to provide support to the Fire Chief and to provide other Fire Department administrative support as needed. (The other 0.5 FTE provides administrative support for the Building Department functions.)

The Fire Department uses a volunteer staffing model. While there were previously thirty-four volunteer firefighters available for emergency response, that number has dropped to twenty-eight volunteer firefighters available when needed. During regular business hours (Monday through Friday, 8:00 am to 5:00 pm), there is one volunteer assigned as a primary responder. There are usually a maximum of three to four additional volunteers that may be available to respond to an emergency during those hours. After regular business hours there are typically more volunteers

available to respond if needed (approximately six to eight). Fire roles and priorities are included in **Appendix E – Fire Department**.

Current Staffing Challenges

The department has only two full-time fire response staff, and the Fire Chief is often away from the station performing: Fire inspections (including required fire inspections for Business License approval), managing the Emergency Operations Center (EOC) during major fires, managing strike teams as needed, participating in FEMA and Cal OES meetings, filing documentation regarding reimbursable hours, managing the Fire Department and Building Department budgets, oversight of the Building Department Phillips Seabrook contracted duties, and participating in planning for wildfire response, evacuation and sheltering plans, weed abatement, Sonoma County Operational briefings, COVID safety and compliance for firefighters, etc. These duties are appropriate for a Fire Chief, but impact his ability to assist with emergency response.

The National Fire Protection Association has suggested that 600-700 calls per year are appropriate for a primarily volunteer fire department, however, the City is expected to have 1,200 calls this year. The majority of calls are received during regular business hours when most volunteers are working at their regular jobs, which delays response time. In addition, the City mirrors the industry in that it has seen a reduction in the number of individuals interested in performing as volunteer firefighters. This suggests a need to review service capacity related to call and response times to determine if the current mostly volunteer staffing model continues to be practical.

When the Chief is in meetings or performing Fire Inspections, only one emergency responder (the Fire Engineer) is on staff. The Fire Engineer is reliant on volunteers responding quickly to call-outs to provide appropriate emergency response. Though not frequent, multiple overlapping emergency responses occur. Should access to adequately trained volunteer's wain, the current staffing levels would be insufficient to sustain acceptable response times to emergency calls.

Staffing Needs as Defined by the Department

Add two (2) permanent full-time staff to respond to emergency calls during regular business hours when volunteers are less likely to be available. The Fire Chief suggested two options. One option provides the best staffing model to meet the needs of the internal City Fire department. If, due to budget constraints, this is not feasible, the Chief recommended an alternative staffing model. Both options assume the continued use of volunteer firefighters as needed.

- Add 1.0 FTE Fire Captain (emergency incident co-manager) and 1.0 FTE Firefighter.
- OR
- Add 2.0 FTE Firefighters

Identified Staffing Considerations

RGS understands that the City has been considering contracting out Fire Services through a JPA or other means. It is recommended that this decision be finalized as soon as possible. Nevertheless, RGS recommends Consideration 1 be implemented as soon as possible.

If the City decides they are able to maintain a sustainable internal Fire Department, the City should review Considerations 1 – 3 below.

If the decision is to contract out Fire Department services, the City should review Consideration 4.

Consideration 1: Change the Volunteer Stipend Payment Method

RGS learned that Firefighter stipends are paid out of payroll. To ensure protection of volunteer status, RGS recommends all volunteer stipends be paid out of Accounts Payable (A/P).

Consideration 2: Add additional staff if call volumes and response times indicate this is warranted

RGS recommends that the City review the current and anticipated levels of service for the Fire Department, including number and types of calls, response time in relation to national standards, and determine what next steps need to be taken.

If it is determined that service capacity is strained and response time slower than desired or effective, adding one (1) or two (2) permanent full-time staff would allow immediate response to emergency calls during regular business hours when volunteers are more likely to be unavailable. The City should consider whether a Fire Captain (incident commander), and/or one or two Firefighter level positions would best serve the needs of the City based on the results of the call volume and response time study.

Consideration 3: Recruit fire personnel from local colleges and universities for limited-term appointments.

One newer method of staffing not used in the municipalities reviewed is to recruit fire personnel to train from the local college or community/junior colleges offering limited term, 2–4-year appointments. This may allow for better day and night coverage, a ready supply of staff, and long-term cost savings as the employee does not vest in CalPERS.

Consideration 4: Consolidate with Sonoma County Fire District or another local district – retain administrative staff to process various administrative requests, billing, and statistical data.

A majority of the comparator agencies RGS reviewed contract out fire services to an authority or consolidated district. RGS understands that the City is exploring discussions with Gold Ridge Fire. Sebastopol could also consider contracting with Sonoma County Fire District which serves Windsor, Larkfield, Wikiup, Mark West, Middle Rincon Valley, Bennett Valley, Bellevue, The Graton Casino, Fulton, Russian River/Guerneville, and other surrounding/unincorporated areas.

PLANNING

Planning Overview

The Planning Department provides planning and environmental review for the City. Planning Department staff provide assistance to the City Council and staffing for the following City bodies: Planning Commission, Design Review Board, Tree Board, Climate Action Committee, and Public Arts Committee. The department also provides information about the City's physical development to City residents and the real estate, development, and construction industries.

Current Staffing Challenges

In addition to the Planning Director, at the time of the study, the department was staffed with one Associate Planner and one Senior Administrative Assistant. Except for a change in classification from Assistant Planner to Associate Planner, and a part-time temporary planning assistant, this staffing level had remained unchanged for several years despite the upturn in the size and complexity of the department's workload. Typical Planning Department priorities are included in **Appendix F – Planning Department**.

For several years, the department has also assumed 'non-traditional' planning roles such as park planning projects and staffing the Public Art Committee. The Director stated that these changes have caused staffing challenges that need to be addressed.

While mandated deadlines are being met, this insubstantial staffing structure requires the constant shuffling of projects. Additional projects requested by the City Council and the required reception/front counter duties affect staff workload at all levels, cause delays in permit streamlining efforts and impacts to project assessment and permit approval processes. Additionally, when staff are on leave, a backlog occurs as there is no one to perform the absent employee's duties.

Managing the combination of increasing development demands and affordable housing requirements will require solutions related to staffing and work processes. The Planning Director feels the staffing structure has not kept up with the increase in size and complexity of the workload.

In the majority of agencies reviewed, Planning and Building are combined under one department and director, as either Planning and Building, or Community Development. The charts included in **Appendix F – Planning Department** show the staffing allocations for planning and building functions at each of the agencies reviewed. The Director positions are often split between the two divisions.

Staffing Needs as Defined by the Department

Department staff requested that the Senior Administrative Assistant be upgraded to a Planning Technician. The key difference between these two positions is that the Planning Technician is an 'entry level' planning-focused position with certifications and training from the International Code Council, and American Planning Association for permitting, code administration, and other planning competencies. The additional planning knowledge of a Planning Technician allows the position to provide lower-level planning support to professional planners by ensuring complete permit packet submissions and processing a large number of the administrative permits in addition to the planning-related administrative tasks currently completed by the Senior Administrative Assistant.

Staff further requested an upgrade for the current Associate Planner to Senior Planner. With the changes in the complexity of the work, a Senior-level position may be considered. Upgrading this position would allow the incumbent to perform advanced journey-level planning work.

Identified Staffing Considerations

Consideration 1: Upgrade the Senior Administrative Assistant to a Planning Technician.

Consider adding a Planning Technician to prepare files and review permit packet submissions. The workload over the last two years sustains this idea.

Consideration 2: Upgrade the Associate Planner to a Senior Planner; retain both classifications, filling only one title at a time.

The upgraded Senior Planner would allow the department to increase its capacity to undertake and perform more complex professional planning work, as well as offering training and career growth opportunities. The workload over the last two years sustains this idea.

Consideration 3: Consolidate Building and Planning into one Department.

Provide improved customer service to the community by co-locating the planning and building functions.

Consideration 4: Review the work of the Senior Administrative Assistant position in Planning.

If Consideration 1 is not enacted, and the administrative support position to cover the public counter in City Hall is added, then a review of duties, responsibilities, and workload for the current Senior Administrative Assistant position in Planning should be conducted to determine the appropriate allocation.

POLICE

Police Overview

The Police Department is a full-service law enforcement agency tasked with providing public safety services to the community. The department is organized into three divisions – Administration, Operations, and Technical and Support Services. The Police Department is responsible for public safety, code enforcement, parking enforcement, animal control, dispatch, general assistance calls, investigations, collection of evidence, chain of custody, secure administration of the evidence room, and community information, public safety education, and engagement. The department's roles and priorities are included in **Appendix G – Police Department**.

Current Staffing Challenges

The Police Department is extremely leanly staffed, so that injuries, training, and leaves cause shortfalls in minimum staffing which is 2.0 FTE for patrol, and 1.0 FTE for dispatch. This causes a need to mandate overtime whenever a position is not available for a scheduled shift. This contributes to burnout of staff and impedes community service, safety of personnel and the community, development of staff, identification and acquisition of funding opportunities, and process and system improvements.

Staffing Needs as Defined by the Department

The department requested the following additions and upgrades.

- Add 1.0 FTE Administrative Analyst or Senior Administrative Assistant to support crime and grant analysis

- Add 2.0 FTE Police Officer and 1.0 FTE Dispatcher to reduce overtime and provide coverage for vacations, injuries, and illnesses
- Add 1.0 FTE Sergeant for training and coverage
- Add 1.0 FTE Lead Dispatcher to promote stronger leadership in the department
- Add 1.0 FTE School Resource Officer

Identified Staffing Considerations

The Police Department, along with the City Manager's Office are the only departments that do not have administrative support, resulting in executive and supervisory staff completing their own administrative duties and limiting performance of more strategic functions.

Consideration 1: Upgrade the Police Technician classification to a Police Evidence Technician to allow for greater oversight of support services and the evidence room.

RGS recommends upgrading the Police Technician to Police Evidence Technician to provide for redundancy and cross training, administer the highly regulated property and evidence program, assist with public counter interactions, provide LiveScan services, and allow the Police Records and Support Services Manager to focus on management of Records, communication, and reporting for the department.

Consideration 2: Add 1.0 – 2.0 FTE Police Officers and 1.0 FTE Dispatcher.

To provide adequate coverage for vacations, training, and medical leaves that take personnel away from their scheduled shifts, RGS recommends adding one or two additional police officers and one additional dispatcher. Currently the shifts are staffed with two personnel on each shift. When one is not available to work, shifts are either covered by one individual which may pose a safety concern, or overtime is required for an unscheduled staff member. Adding one or two additional police officers would provide coverage of the day and night shifts, and one additional dispatcher would allow for overlap with 10-hour shifts to provide coverage, allow flexibility for training, and help reduce overtime.

Consideration 3: Add 1.0 FTE Management Analyst to provide support to the Chief and other management staff.

A Management Analyst would be able to provide technical assistance on administrative and analytical matters, write and develop staff reports, conduct a variety of analytical and operational studies such as crime analysis and statistics, grant administration and reporting, support for tracking and scheduling training, and back up for key FBI, POST, and other required services, systems, and reporting requirements.

Consideration 4: Add 1.0 FTE Sergeant.

This would allow for four patrol Sergeants, and one Administrative Sergeant responsible for POST-EDI, Training, and to fill in on patrol when needed.

Consideration 5: Add a School Resource Officer at 0.5 FTE or greater.

RGS learned from the department that there is support from local schools conceptually and possibly financially for a school resource officer to help prevent violence in schools.

PUBLIC WORKS

Public Works Overview

The Public Works Department is responsible for water and wastewater operations, streets, trees, parks and landscape maintenance, trash and vandalism clean-up, and general maintenance of all City properties. Additional responsibilities include homeless services (camp clean-up, etc.), special events (including set-up and tear down), pool maintenance, and water and other conservation programs and community education. Public Works roles and priorities are included in **Appendix H – Public Works**.

Current Staffing Challenges

RGS learned from interviews with Public Works Department staff that deferred maintenance in both infrastructure and equipment due to past years' budget constraints has put strain on the already aging sewer and water systems and can be seen in the condition of City parks. Staff is grateful that the City has reserves and revenues available this year to fund several capital projects which will address deterioration experienced in parks, sewer, and water systems. These projects are listed in the Capital Improvement Plan.

In addition, staff hopes to address the need for improved street maintenance and equipment replacement in the coming fiscal year. The Public Works Department's Three-Year Operational Plan covers the preventative and restorative maintenance proposal in detail.

RGS reviewed staffing structures of Public Works Departments in the comparator agencies and found that many of them were not comparative to Sebastopol due to the services offered. Eight municipalities were found with enough similarity to be comparative for the purpose of this study and are reflected in the chart included in **Appendix H – Public Works**. Sebastopol's Public Works Department does not house engineers, but does currently oversee the engineering consultants.

Staffing Needs as Defined by the Department

Staff requested the part-time Administrative Assistant at the front counter be upgraded to full-time to assist with event and street use permits and cover the counter during all open office hours. Additionally, staff further requested support for the workload of the full-time Management Analyst in the area of contract insurance administration and encroachment permits. If building activities continue to be performed in Public Works, staff also requested a part-time clerical position to assist with compiling permit applications.

Identified Staffing Considerations

Consideration 1: Add 1.0 FTE Permit Technician to the Public Works Department to support the Management Analyst.

- The Public Works Management Analyst completes a significant amount of work related to the issuance of permits for both Public Works and Engineering which takes the employee away from higher level analysis and reporting duties for the department. A full-time Permit Technician would be able to cover the counter, collate permit application packets, coordinate vendor insurance with Risk Management, and issue over the counter permits.

- Retain the part-time Administrative Assistant to spell the Permit Technician from counter duties for at least half of the day allowing focused work on permits and the opportunity to meet with applicants on more complex permitting projects.

Consideration 2: Align Maintenance Classification Titles.

- Retitle all Maintenance Worker III and/or Lead Worker positions to Senior Maintenance Worker to create a consistent titling structure.

Consideration 3: Add maintenance staff and time frames.

- Add 1.0 FTE Maintenance Worker II and assign to the Water System Treatment.
- Add 1.0 FTE Maintenance Worker II and assign to the Sewer System.
- The above Maintenance Worker positions should assist in meeting expectations in maintenance time frames and address deferred maintenance, both mandated and routine.

Consideration 4: Consider converting Public Works Superintendent to Public Works Director through natural attrition and co-locating Engineering under Public Works.

- The most common practice in the municipalities reviewed is to co-locate engineering in the Public Works Department. Consider this option and upgrade the Department Head from Superintendent to Public Works Director upon natural attrition.

APPENDIX A – RGS STUDY METHODOLOGY

➤ RGS employed the following methodology in conducting this assessment:

- Review and analyze the documents including current class specifications, personnel allocations, organizational charts, budget documents, and previous classification studies.
- Conduct Interviews with department heads and key staff in the following areas:
 - City Manager’s Office
 - Administrative Services
 - Building
 - Fire
 - Planning
 - Police
 - Public Works
- Research staffing models used at other municipal service organizations with similar services, demographics, and geography to find additional options for optimal staffing and efficiency scenarios.
- Provide a written report presenting the findings and recommendations based on this process.

These efforts provide a picture of the general programming, staffing, and organizational structure of the City today. During the interviews, members of the RGS assessment team also asked about future planned services, projects, risks, benefits, and impacts to the organization.

To provide context for efficient and effective organizational structure, staffing, and service delivery, RGS first looked at the local, regional area of Sonoma, Napa, and Marin Counties and agencies the City had used in the past as traditional comparable entities. Eight (8) traditional agencies were initially selected for their historical use as a comparable and similarity of services for review and comparison as listed below:

- | | |
|----------------|--------------|
| • Calistoga | • Petaluma |
| • Corte Madera | • Sonoma |
| • Healdsburg | • St. Helena |
| • Larkspur | • Windsor |

To further explore potential effective strategies for staffing structures, RGS then looked at a broader regional area and included an expanded list of City's with similar characteristics in one or more of the following areas: demographics, services, population served, size of budget, culture, or diversity index:

- Rohnert Park
- Cotati
- Cloverdale
- Novato
- Fairfax
- Sausalito
- Mill Valley
- San Anselmo
- Tiburon

APPENDIX B – CITY MANAGER / CITY ATTORNEY

➤ CITY MANAGER

The City Manager serves as the executive and administrative head of the City over operations, programs, services, and personnel, and is appointed by and works under the direction of the City Council. As the personnel officer for the City, the City Manager has the authority for the selection, promotion, demotion, and termination of City employees.

City Manager areas of priority include:

- City Administration
- Council Updates
- City Emergency Services
- Continuity of Operations
- Systems implementation and automation
- Law Enforcement
- Housing
- Budget and Finance
- Communications
- Economic Development
- Personnel Matters

➤ CITY ATTORNEY

The City Attorney represents the City Council and all City departments in legal matters, coordinating all City legal representation including outside counsel and preparing ordinances and other legal documents as directed by the City Council for their consideration.

In *The City Attorney/City Manager Survival Guide* by Michael Jenkins of Jenkins & Hogin, LLP that was presented at the League of California Cities 2016 annual conference, Mr. Jenkins promotes “team play” between the roles of City Manager and City Attorney, adding caution by saying:

The city attorney has a duty to provide his or her best legal advice to the council regardless of whether it impedes a city manager initiative. If the manager’s policy objective or initiative is questionable but not unlawful, that should be the end of it, as far as the attorney is concerned.

The City Manager is allowed to take a hard look at the City Attorney’s legal opinions. It is not out of bounds for a city manager to ask the city attorney for the authority on which the lawyer is relying and to question the opinion. The city attorney doesn’t always get it right and should be willing to talk through a conclusion or the law may be ambiguous, and the city manager may perceive the attorney as being unnecessarily conservative.

APPENDIX C – CITY CLERK / ASSISTANT CITY MANAGER

➤ CITY CLERK

The City Clerk provides staff support to the City Council, ensures the City’s compliance with Public Meeting and Brown Acts, collaborates with the County Registrar’s Office in coordinating local and municipal elections, serves as the Records Administrator, Archivist, and Filing Officer for the City, and manages the City’s records management program. Additionally, the City Clerk administers the Fair Political Practice Commissions and Conflict of Interest legislation requirements in accordance with State laws, maintains the City’s official seal, and provides the City Manager and City Council with accurate and timely information to support decision-making and policy direction.

The City Clerk serves as “first contact” for many visitors to City services and operations, provides staff support to and performs special projects assigned by the City Council, is responsible for the City’s official records, and provides legislative compliance services to the City and Council.

The City Clerk holds a number of mandated roles for the City which include:

Elections Official – (Elections Code 320)

Local Legislation Auditor (Gov. Code 54950 et. Seq.)

Municipal Auditor (Gov. Code 36501)

Clerk of the Council (Gov. Code 36814)

- Perform Attestations (Gov. Code 40806)
- Administer Affirmations/Oaths of Office (Gov. Code 40814) (Gov. Code 36507)
- Maintain Custody of City Seal (Gov. Code 40811)
- Accept Subpoenas and Lawsuits (Gov. Code 37105)
- Countersign General Obligation Bonds (Gov. Code 4362343625)
- File Official Bonds (Gov. Code 36520)

Political Reform Filing Officer (Gov. Code 83111)

- Filing Official for Form 700 – Statement of Economic Interests – Disclosure of personal assets and income—disqualification if decision affects personal financial interests.
- Filing Officer for Campaign Finance Forms – 460, 470, 495, 510, etc. - Campaign Statements and Reporting - Elected officials shall respond to wishes of all citizens equally, contributors shall not gain disproportionate influence over others

Records and Archives Manager (Gov. Code 6250)

- Public records management and archives

City Council Support Services – The City Clerk provides a number of services as staff to the City Council including the preparation, planning, noticing, and execution of:

- City Council meetings
- Agendas and minutes
- Ceremonial Functions
- Ordinances and Resolutions
- Commendations and Awards
- Administrative functions
- Commissions

Additional duties performed by the City Clerk include:

- Ethics filings
- Municipal elections
- Maintaining legal information
- Handling public inquiries & relationships

➤ **ASSISTANT CITY MANAGER**

The Assistant City Manager administers a myriad of special projects assigned by the City Manager, provides information on City operations to the City Council, staff, and the public; shepherds and catalyzes a number of assigned initiatives; and provides counsel and oversight for programs and departments.

In addition to the above, the Assistant City Manager must advance the mission and objectives of the City Council through providing executive and administrative support to the City Council, City Manager, and City Department Heads in executing duties and providing openness, transparency, and confidentiality.

Additional duties performed by the Assistant City Manager include:

- Research
- Maintaining historical and institutional knowledge
- Financial administration
- Human resources/personnel administration
- Handling public inquiries and relationships
- Continuity of operations/shelter in place

APPENDIX D – ADMINISTRATION DEPARTMENT

➤ The Administration Department is primarily responsible for:

- Preparation of the annual City budget
- Monitoring the City's financial health
- Preparing and issuing various financial updates and reports
- Providing payroll services for City employees
- Processing accounts payables and receivables
- Administering employee insurance and benefit programs
- Administering and managing various grants
- Issuing business licenses
- Providing financial management for the City's enterprise funds
- Providing financial support to other departments
- Risk management services
- Maintaining the Fixed Asset inventory for the City
- Coordinating the City's investment portfolio

Oversees contracted Human Resources services which may include:

- Classification and compensation
- Recruitment and selection
- Employee and labor relations
- Employment Contracts and Memorandums of Understanding (MOUs)

Oversees contracted Information Technology (IT) services which may include:

- Installation of software and hardware
- Procurement of IT hardware and supplies
- Backup and recovery of digital assets
- Troubleshooting network issues
- Configuring computers, networks, and other systems
- Providing security management

APPENDIX E – FIRE DEPARTMENT

➤ The Fire Department is primarily responsible for:

- Emergency response to fires (buildings, vehicles, and wildfires)
- Emergency response to vehicle accidents
- Emergency response to medical emergencies
- Performing rescues and handling hazardous conditions
- Non-emergency response to public and invalid assistance requests
- Providing public education
- Fire inspection services (including required fire inspections for Business License approval)
- Managing the Emergency Operations Center (EOC) during major fires
- Managing fire strike teams (as needed)
- Participating in FEMA and Cal OES meetings / filing documentation regarding reimbursable hours
- Participating in planning for wildfire response, evacuation, and sheltering plans
- Weed abatement

APPENDIX F – PLANNING DEPARTMENT

➤ The Planning Department is primarily responsible for:

Current planning

- Application processing
- Land use
- Subdivision/development permits
- Staff reports and assistance to City Council and City commissions and committees

Advanced planning

- Zoning and planning
- Long-range planning documentation
- Environmental review
- Policy development and updates
- Impact fees
- Ordinance updates
- General plan updates
- Housing element plan
- Parks planning and grants
- Objective design standards
- Special studies

Contributing to the challenges facing the department, Sebastopol has seen a shift in development pressures:

- The City has become a desirable place for project development
- 2022 Regional Housing Needs Allocation (RHNA) indicated required allocation numbers are higher than ever before and potentially unachievable

APPENDIX G – POLICE DEPARTMENT

- The Police Department is focused in three main divisions: Administration, Operations, and Technical and Support Services.

These divisions are managed by the Police Chief with a part-time Lieutenant overseeing administrative functions. An overview of the duties, services, and challenges of these divisions follows:

Administration

- Community Engagement (National Night Out, Foot and bicycle patrols, coffee with a cop, shop with a cop, informational public meetings, school visits, etc.)
- Court Appearances and Depositions, Expert Testimony
- Maintaining departmental case files
- Background investigations
- Administer the Body Cam Program
- Public Information
- Social Media footprint
- Website updates
- Staff reports needed for City Council meetings
- Payroll, invoice reconciliation, and HR-type paperwork
- Community Safety:
 - Elderly and mental health issues
 - Our obligation to keep our officers safe
 - Ensuring we ask the right questions
 - Remain objective
- Identify funding resources to assist with upgrade mandates
- Maintain current and new mandated training
- Regulatory and POST reporting requirements

Operations

- Sergeant supervision of Dispatch
- Responding for Requests for Civil Well Checks and Civil Standby
- Documenting and writing reports
- Public Safety
- Responding to calls for services
- Traffic Control
- Dispatching of Emergency and General Assistance Calls (includes all calls, Fire, Medical, and PD, as well as 911 within City and now 911 text messages)
- Compiling and investigating cases
- Community Safety:
 - Prioritizing the needs
 - Communicating time status updates
 - Connecting other services, as appropriate (escalation, referral)

Technical and Support Services

- Code Enforcement
- Parking enforcement (Non-Sworn & Sworn)
- Animal Control (Non-Sworn & Sworn)
- Collection of Evidence, Chain of Custody, and Evidence Room
- Track mandated officer and dispatch training, provide statistics to the state, ensure all personnel meet all mandated training requirements and all mandated data submissions as required by law, which now includes the additional task of submitting RIPA data
- Police Records and Support Services Manager is responsible for the handling of all public records requests. State law mandates and regulates much of how public requests to our dispatch are handled and reported
- Public Records Act requests (handled currently by Police Records and Support Services Manager)
- Compilation of cases, evidence, dispatch, and records information (includes transport to County as necessary)

APPENDIX H – PUBLIC WORKS

➤ The following responsibilities are assigned to the Public Works Department:

- Water and wastewater operations
- Street maintenance
- Parks, trees, and landscape maintenance
- Trash and vandalism clean-up
- Homeless services (camp clean-up)
- Special events (including set-up and tear down)
- Pool maintenance (including chlorine generation system, monitoring pool chemicals, maintenance, and repair of pumps, etc.)
- Water and other conservation programs and public education
- Maintenance of government buildings/City properties (including lighting, electricity, painting, simple plumbing, parking lots (4), electric vehicle charging stations, etc.)
- Maintenance of City-owned leased buildings, and buildings offered for community use (the Community and Cultural Center, Youth Center, Senior Center, pre-school facility outside maintenance, recreational facilities, pool, etc.)
- Inspections of private and public construction projects on public streets and properties
- Well and septic inspections on public and private properties
- Public Works and Engineering contract administration
- Davis-Bacon public contracting compliance and contractor payroll compliance review
- Public bid opening documents
- Receipt and assessment of permit applications
- Issuance of permits for encroachment, grading, street closures, and events

APPENDIX I – TABLES

SERVICES CONTRACTED OUT AGENCY COMPARABLES

Municipality	Human Resources	IT	City Attorney	Planning	Building	Police	Fire	Parks and Recreation
Sebastopol	X	X			Bldg. Insp			
Calistoga	X	X	X					
Corte Madera	X	X	X			X	X	
Healdsburg			X					
Larkspur	X	X	X	Inspection	Bldg. Offcl.	X	X	
Petaluma				Code Enf				
Sonoma			X	Code Enf		X	X	X
St. Helena			X					
Windsor						Dispatch/Patrol	X	
Rohnert Park ¹								
Cotati			X				X	
Cloverdale					Bldg Insp		X	
Novato			X				X	
Fairfax	X		X				X	
Sausalito ²			X		Code Enf	911	X	
Mill Valley						911		
San Anselmo			X			X	X	
Tiburon			X				X	

¹ *Rohnert Park is Fire, Police, and Animal Control

*The Sausalito Parking Analyst is budgeted as part of City
² Administration

CITY MANAGER AGENCY COMPARABLES

Municipality	Executive	Admin CM Asst	Analytical Assistance	Clerk	Admin CC Assist	FTEs
Sebastopol	City Manager/City Attorney			Assistant City Manager/ City Clerk		2
Calistoga	City Manager			City Clerk	Admin Asst	3
Corte Madera	Town Manager			Town Clerk/ Asst to CM		2
Healdsburg	City Manager	PIO & Outreach	Housing Admin	City Clerk		4
Larkspur	City Manager	Asst to CM		City Clerk	Admin Asst	4
Petaluma	City Manager	Exec Asst to CM	Asst CM & Sr. Mgt Analyst	City Clerk	Deputy Clerk	6
Sonoma	City Manager		Sr. Mgt Analyst & Mgt Analyst	City Clerk/ Exec Asst		5
St. Helena	City Manager	Asst to CM		City Clerk	Admin Records Assist	4
Windsor	Town Manager	Econ Dev Spec	Mgt. Analyst/ Sr. Admin Asst	Town Clerk	Deputy Town Clerk	6
Rohnert Park	City Manager	Admin Asst	Asst CM & Comm Spec	City Clerk	Deputy Clerk / Office Asst	7
Cotati	City Manager	Intern	Analyst	City Clerk	Deputy Clerk	5
Cloverdale	City Manager		HR Analyst (.25)	City Clerk		2.25
Novato	City Manager		Assist CM	City Clerk	Deputy Clerk	4
Fairfax	Town Manager			City Clerk/Asst to TM		3

Municipality	Executive	Admin CM Asst	Analytical Assistance	Clerk	Admin CC Assist	FTEs
Sausalito	City Manager	Admin Asst (.25)		City Clerk	Admin Assistant (.75)	3
Mill Valley	City Manager		Sr. Mgt Analyst/ PIO	City Clerk/ Admin Analyst	Deputy Clerk	6
San Anselmo	Town Manager			Town Clerk		2
Tiburon	Town Manager	Office Asst	Mgt Analyst	Town Clerk		4

CITY ATTORNEY AGENCY COMPARABLES

By Contract Service		By Allocated Position - Employee	
Calistoga	Rohnert Park	Sebastopol	
Corte Madera	Cotati	Petaluma	Windsor
Healdsburg	Cloverdale	San Anselmo	
Larkspur	Novato		
Sonoma	Fairfax		
St. Helena	Sausalito		
Tiburon	Mill Valley		

ADMINISTRATIVE SERVICES AGENCY COMPARABLES

Municipality	Dept Head	Deputy /Div Mgr	Analyst	Accountant	Technician/Specialist	Admin or Other	FTEs
Sebastopol	Admin Serv Dir		Accountant/Analyst	Junior Accountant	Admin Tech		4
Calistoga	Finance Director		HR/Finance Specialist	Sr Accounting Assistant	Accounting Assistant (proposed)	Admin Serv Technician	5
Corte Madera	Finance Director		Finance Analyst (2)			Admin Analyst	4
Healdsburg	Admin Serv Dir	HR, IT, Fin Mgrs	HR Analyst/Sr Accounting Tech	Accounting Manager	IT, Acct, Payroll/HR Techs	Accounting Asst / GIS, Fleet (3)	14
Larkspur	Admin Serv Dir				Accounting Spec / Accounting Tech		3
Petaluma	Finance Director	IT, Fin, Comm Services	Programmer Analyst	Accountant/Sr Accountant	Accounting Tech/ Rev Spc/ IT Spc	Accounting Asst (6) / GIS / OAH	13
Sonoma	ACM-Admin Serv Dir	AS Mgr/ Deputy Finance		Accountant	Acctg Tech (2) Admin Asst		7
St. Helena	Admin Serv Dir	Asst ASD	HR Analyst		Sr Accounting Tech (2)	Office Assistant	5
Windsor	Admin Serv Dir	Fin Mgr/ Admin Mgr	Admin Operations Supr /Sr Mgmt Analyst		Accounting Tech	Sr Admin / Admin Operations Asst	8
Rohnert Park	Admin Serv Dir		Sr Analyst, Sr Payroll & Fiscal Spec	Supr Accountant (2), Accountant (2)	Payroll/Fiscal Spec (3), Accounting Tech (2)	Accounting Asst, Purchasing Agent	14

Municipality	Dept Head	Deputy /Div Mgr	Analyst	Accountant	Technician/Specialist	Admin or Other	FTEs
Cotati	Admin Serv Dir			Sr Accountant / Accountant	Account Clerk	Intern	5
Cloverdale	Finance Director		Finance & HR Analyst		HR Specialist / Accounting Tech	Accounting Assistant II	5
Novato	Finance Director	Dpty Fin Director	Sr Mgmt Analyst	Sr Acct, Acct I/II	Payroll & Accounting Technician	Sr Accounting Asst / Accounting Asst I/II	7
Fairfax	Finance Director			Accountant (2 PT)		PT Aide or Intern	4
Sausalito	Finance Director			Sr Accountant	Accounting Tech (3)		5
Mill Valley	Finance Director			Accountant	Payroll & Accounting Specialist		3
San Anselmo	Finance & AS Director				Accounting & Benefits Tech - AS Tech		1
Tiburon	Admin Serv Dir	Finance & Accounting Mgr			Accounting & HR Technician		3

PLANNING STAFF AGENCY COMPARABLES

Municipality	Dept Head	Planning Mgr/Supr	Experienced Planner	Planning Support	Technicians	Admin or Other	Plng FTEs	Bldg FTEs	Total FTEs	Population	Med Home \$	Ownr Occ %
Sebastopol	Planning Director		Associate Planner			Senior Admin Asst	3	1.5	4.5	7,520	1,095,000	50.0%
Calistoga (includes Code Enforcement)	Planning & Building Dir (.5)		Associate Planner		Permit Technician (.5)	Accounting Asst (.25)	2.25	2	4.25	5,228	634,400	66.0%
Corte Madera	Dir of Planning & Building (.5)		Senior Planner			Admin Analyst / Cust Serv Rep (.5)	3	0.5	3.50	10,222	1,290,100	67.7%
Healdsburg	Comm Dev Director (.5)	Senior Planner (mgt)		Asst Planner		Admin Technician	3.5	5.5	9.00	11,492	8,223,930	55.5%
Larkspur	Planning & Building Dir (.5)	Senior Planner (supr)		Asst Planner	Permit Technician		3.5	1.5	5.00	13,064	1,311,000	48.5%
Petaluma	Comm Dev Director (.5)						0.5	7	7.50	59,085	680,664	67.8%
Sonoma	Planning & Community Serv Dir		Associate Planner (2)		Permit Technician	Sustainability Coord PT	5	4	9.00	10,739	948,364	60.3%
St. Helena	Planning & Building Dir (.5)		Senior Planner		Permit Technician III - Planning		2.5	2.5	5.00	5,430	1,281,500	67.6%
Windsor	Comm Dev Director (.5)		Planner III (2)	Planner I		Sr Admin Asst	4.5	3.5	8.00	26,344	642,701	78.0%
Rohnert Park	Dir of Development Serv (.5)	Planning Manager Housing Program Admin	Planner III / Planner I-II	Comm Dev Spec	Comm Dev Technician	Mgmt Analyst (.5) / Office Asst	8	7	15.00	7,544	508,000	50.7%

Municipality	Dept Head	Planning Mgr/Supr	Experienced Planner	Planning Support	Technicians	Admin or Other	Plng FTEs	Bldg FTEs	Total FTEs	Population	Med Home \$	Ownr Occ %
Cotati	Comm Dev Director (.5)		Senior Planner	Lmt'd Trm (Sr. Planner)	Permit Technician (.5)	Admin Analyst (.5)	3.5	4.5	8.00	4,584	541,600	55.8%
Cloverdale	Asst Cty Mgr-Comm Dev Dir		Associate Planner				2	9.5	11.50	8,996	493,500	67.8%
Novato	Comm & Econ Dev Dir (.5)	Planning & Env Serv Mgr	Principal Planner / Senior Planner	Planner I-II / Asst Planner	GIS Tech / GIS Analyst	Senior Office Assistant	8.5	9.5	18.00	53,225	804,900	69.9%
Fairfax	Planning & Building Dir (.5)	Principal Planner		PT Asst Planner (.5)	Planning Technician (.1)		2.1	2.25	4.35	7,605	858,500	59.7%
Sausalito	Comm Dev Director (.75)	Principal Planner	Associate Planner	Assistant Planner (2)	Planning Technician (2)	Office Asst	7.75	2.25	10.00	7,269	1,451,800	56.2%
Mill Valley	Dir of Planning & Building (.5)		Senior Planner (3), Associate Plnr			Admin Aide	5.5	5.5	11.00	14,231	1,625,400	65.9%
San Anselmo	Planning Director		*may be recruiting for Sr. or Assoc	Assistant Planner			2	4.8	6.80	12,830	1,147,100	66.0%
Tiburon	Comm Dev Director (.5)		Senior Planner		Planning Technician	Comm Dev Aide	3.5	4.5	8.00	9,146	2,000,000	70.0%
Ross	Planning and Building Dir (.5)		Senior Planner / Planner				1.5		1.50	2,290	4,600,000	86.0%
Belvedere	Planning and Building Dir (.5)		Senior Planner		Planning Technician		2.5		2.50	2,094	3,700,000	74.9%

BUILDING STAFF AGENCY COMPARABLES

Municipality	Dept Head	Bldg Official - mgt	Code Enforcement	Building Inspection	Technicians	Admin or Other	FTEs	Population	Med Home \$	Ownr Occ %
Sebastopol		Building Official (vacant)				Admin. Asst (.5)	1.5	7,520	1,095,000	50.0%
Calistoga	Planning & Building Dir (.5)	Bldg Official	Code Enforcement Officer (.5)				2	5,228	634,400	66.0%
Corte Madera	Dir of Planning & Building (.5)				Permit Technician	Cust Serv Rept (.5)	0.5	10,222	1,290,100	67.7%
Healdsburg	Comm Dev Director (.5)	Bldg Official		Sr Bldg Insp / Bldg Insp II	Dev Serv Technician II	Admin Technician	5.5	11,492	8,223,930	55.5%
Larkspur	Planning & Building Dir (.5)				Permit Technician		1.5	13,064	1,311,000	48.5%
Petaluma	Comm Dev Director (.5)	Chief Bldg Official Housing Manager		Sr Bldg Insp / Bldg Insp I-II (2)	Permit Processing Technician (2) Housing Technician (.5)	Plans Examiner	7	59,085	680,664	67.8%

Municipality	Dept Head	Bldg Official - mgt	Code Enforcement	Building Inspection	Technicians	Admin or Other	FTEs	Population	Med Home \$	Ownr Occ %
Sonoma	Dev Serv Dir (Bldg Official)	Dev Serv Sprv		Building Inspector		Plans Examiner	4	10,739	948,364	60.3%
St. Helena	Planning and Building Dir (.5)	Chief Building Official			Permit Technician\ I - Building		2.5	5,430	1,281,500	67.6%
Windsor	Comm Dev Director (.5)	Building Official		Sr Building Inspector	Comm Dev Technician		3.5	26,344	642,701	78.0%
Rohnert Park	Dir of Developmt Serv (.5)	Eng Mgr-Bldg Official Dev Eng Manager	Code Compliance Officer	Sr Bldg Insp / Building Insp	Eng Technician I-II	Mgmt Analyst (.5) / Sr Office Asst	7	7,544	508,000	50.7%
Cotati	Comm Dev Director (.5)	Building Official	Code Enforcement Official	Building Inspector	Permit Technician (.5)	Admin Analyst (.5)	4.5	4,584	541,600	55.8%
Cloverdale			Code Enforcement Officer	Building Inspector			9.5	8,996	493,500	67.8%
Novato	Comm & Econ Dev Dir (.5)	Chief Bldg Official Development Permit Supr Supr Code Enf Off	Code Enforcement Officer	Housing Insp / Bldg Insp I/II	Permit Technician	Sr Office Assist / Office Asst II	9.5	53,225	804,900	69.9%

Municipality	Dept Head	Bldg Official - mgt	Code Enforcement	Building Inspection	Technicians	Admin or Other	FTEs	Population	Med Home \$	Ownr Occ %
Fairfax	Planning & Building Dir (.5)	PW Director					2.25	7,605	858,500	59.7%
Sausalito	Comm Dev Dir (.25)		Contracted Code Enforcement	Building Inspector			2.25	7,269	1,625,400	65.9%
Mill Valley	Dir of Planning & Building (.5)	Building Official	Code Enforcement Officer	Sr Bldg Insp / Bldg Insp	Perm Srv Coord / Perm Technician	Admin Aide/ Receptionist	5.5	14,231	1,625,400	65.9%
San Anselmo	PW Director (.5)	Building Official	Building Supervisor (.8)	Building Inspector	Permit Serv Technician	Admin Serv Asst I-II (.5)	4.8	12,830	1,147,100	66.0%
Tiburon	Comm Dev Director (.5)	Building Official		Building Inspector	Permit Technician	Permit Clerk	4.5	9,146	2,000,000	70.0%

FIRE SERVICE AGENCY COMPARABLES

Municipality	Chief	Management	Engineer	Firefighter	Admin	Other	FTE
Sebastopol	Fire Chief		Fire Engineer		Senior Admin Asst (.5)		2.5
Calistoga	Fire Chief	Captain	Engineer (3)	FF (4 FT) (6PT)			10
Corte Madera	<i>Contracts with Central Marin Fire Authority</i>						
Healdsburg	Fire Chief	Captain (3)	Engineer (3)	FF (3)	Fire Inspector , Fire Marshal	Office Asst	29
Larkspur	<i>Contracts with Central Fire Authority</i>						
Petaluma	Fire Chief	Asst Fire Chf, Bat Chfs (3)	Captains (3), Engineer/Para (9)	FF/P (9), FF (9) EMS FF/P (18)	Fire Marshal, Deputy Fire Marshal	Secretary, Admin Asst, Fire Inspector (2)	87.6
Sonoma	<i>Contracts with the Sonoma County Fire Authority</i>					(.5) Admin Analyst	
St. Helena	Fire Chief (.75)		Fire Inspectors	FF (2 FT) (PT (19)		CSO / Diversion Coordinator	18
Windsor	<i>Sonoma County Fire Authority</i>						9
Rohnert Park ¹	<i>Hybrid Police & Fire combo</i>						
Cotati	<i>Contracts with Rancho Adobe Fire</i>						
Cloverdale	<i>Contracts with Sonoma County Fire Authority</i>						

Municipality	Chief	Management	Engineer	Firefighter	Admin	Other	FTE
Novato	<i>Contracts with Novato Fire</i>						
Fairfax	<i>Southern Marin Fire</i>						
Sausalito ²	<i>Contracts with Southern Marin Fire</i>						
Mill Valley	Fire Chief	Dpty Chf (2)	Bat Chf (4), Captains (4)	FF (9)	HR Mgr, Fin Mgr, Admin Aide, Plan Reviewr, Vegetati on Mgt, Payroll Spec	Fire Inspectors (3)	
San Anselmo	<i>Contracts with Ross Valley Fire</i>						
Tiburon	<i>Southern Marin Fire</i>						
Central Marin Police ³	Chief	Captain / Lt (2)	Sergeant (6) / Corporal (5) Officers (19)	Contract with Marin Dispatch	Detectiv e (3) Records (3)	CSO, Traffic (3) SRO, Evid Tech	

¹ *Rohnert Park is Fire, Police, and Animal Control

² *The Sausalito Parking Analyst is budgeted as part of City Administration

³ Central Marin Police serves Larkspur, Corte Madera, San Anselmo, parts of Greenbrae

POLICE SERVICE AGENCY COMPARABLES

Municipality	Chief	Management	Patrol	Communications	Admin	Other	FTEs
Sebastopol	Chief	Lieutenant (1) Sergeant (4)	Officers (8) / Reserve (4)	Dispatcher (5)	Police Records and Support Services Mgr	Police Technician / Property Room Asst	22
Calistoga	Chief		Sergeant / Corporal / Officers (8)	Dispatch Supr / Dispatcher (4) Dispatcher- Code Enforcement		Youth Division Coordinato r	18
Corte Madera	<i>Contracts with Central Marin Police Authority</i>						
Healdsburg	Chief	Lieutenant	Sergeant (5) / Officers (10)	Dispatch II (5)	Records Tech / Police Tech		29
Larkspur	<i>Contracts with Central Marin Police Authority</i>						
Petaluma	Chief / Deputy Chief	Lieutenant (4)	Sergeant (9) / Officer (50)	Dispatch Supr / Dispatchers (11.6)	Adm Asst / Mgt Analyst/Secret ary Mgt Analyst II	Abandoned Veh Abate Officer CSO, Evidence Tech, Property Tech Neigh Pres. Coord / Comm Engage Liaison / PS Comm Mgr	87.6

Municipality	Chief	Management	Patrol	Communications	Admin	Other	FTEs
Sonoma	<i>Contracts with Sonoma Co Sheriff</i>					Admin Analyst (.5)	
St. Helena	Chief	Lieutenant	Sergeant (2) / Officers (6) / K9 Officer / School Resource Off	Dispatch - Records Supervisor / Records Coord- Dispatcher / Dispatchers (2)		CSO / Diversion Coordinator	18
Windsor	Chief		Sergeant (2) Traffic Officer	<i>Contracts with Sheriff for dispatch and patrol</i>	Admin Sergeant / Admin Aide / Sr. Office Assistant	School Resource Officer / CSO	9
Rohnert Park ¹	Dir of Public Safety ¹ / Deputy Chief	Lieutenant (4) / Support Svcs Mgr	Sergeant (10) / PS Officer (41)	Comm Supv / PS Dispatchers (10)	Records Sup / Records Clerk/ Secretary I / Admin Asst	Civilian Fire Marshal / Property Tech / CSO / Fire inspector	77
Cotati	Chief	Lieutenant	Sergeant (2) / Corporals (2) / Officers (7) / Cadets (2) / Reserve (1.5)	Dispatchers (6.6)	Police Services Aide		24.1
Cloverdale	Chief	Lieutenant / Technical Svcs Mgr	Sergeants (2) Officers (9)	Dispatcher (6)		CSO / Crossing Guards	22
Novato	Chief	Captain (2) / Lieutenant (3)	Sergeant (9) Officer (38)		Exec Asst / Office Asst (.5) / Mgt Analyst I-	Evidence Tech / CSO / K-9 officer	59.5

Municipality	Chief	Management	Patrol	Communications	Admin	Other	FTEs
					II / Recrds Sup / Records Spec		
Fairfax	Chief	Police Lieutenant	Sergeant (2)/ Corporal (2) / Officers (5)	Dispatcher (4)	Police Services Tech/CSO		17
Sausalito ²	Chief	Captain / Lieutenant	Sergeant (4) / Corporal (2) / Officers (10*) *2 positions frozen	<i>Contracts with county for 911</i>	Records Sup - Asst to the Chief / Admin Aide	Manageme nt Analyst Parking-IT ² / Detective / PT Motor /PT Harbor / PT Chaplain / PEO (4)	30
Mill Valley	Chief	Captain / Lieutenant	Sergeant (5) / Corporal (4) / Officer (7) / Reserve (1)	<i>Contracts with county for 911</i>	Admin Asst	Detective / CSO / Prkg Enf Officer Police Records Spec	
San Anselmo	<i>Contracts with Central Marin Police Authority</i>						
Tiburon	Chief	Captain	Sergeants (4) Officers (8)		Secretary	Police Serv Aide (3) Emerg Srvcs Coord	

Municipality	Chief	Management	Patrol	Communications	Admin	Other	FTEs
Central Marin Police ³	Chief	Captain / Lt (2)	Sergeant (6) / Corporal (5) Officers (19)	<i>Contracts with Marin for Dispatch</i>	Detective (3) Records (3)	CSO, Traffic (3) SRO, Evid Tech	

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POLICE SERVICE AGENCY COMPARABLES

Municipality	Chief	Management	Patrol	Communications	Admin	Other	FTEs
Sebastopol	Chief	Lieutenant (1) Sergeant (4)	Officers (8) / Reserve (4)	Dispatcher (5)	Police Records and Support Services Mgr	Police Technician / Property Room Asst	22
Calistoga	Chief		Sergeant / Corporal / Officers (8)	Dispatch Supr / Dispatcher (4) Dispatcher- Code Enforcement		Youth Division Coordinator	18
Corte Madera	<i>Contracts with Central Marin Police Authority</i>						
Healdsburg	Chief	Lieutenant	Sergeant (5) / Officers (10)	Dispatch II (5)	Records Tech / Police Tech		29
Larkspur	<i>Contracts with Central Marin Police Authority</i>						

Municipality	Chief	Management	Patrol	Communications	Admin	Other	FTEs
Petaluma	Chief / Deputy Chief	Lieutenant (4)	Sergeant (9) / Officer (50)	Dispatch Supr / Dispatchers (11.6)	Adm Asst / Mgt Analyst/Secretary Mgt Analyst II	Abandoned Veh Abate Officer CSO, Evidence Tech, Property Tech Neigh Pres. Coord / Comm Engage Liaison / PS Comm Mgr	87.6
Sonoma	<i>Contracts with Sonoma Co Sheriff</i>					Admin Analyst (.5)	
St. Helena	Chief	Lieutenant	Sergeant (2) / Officers (6) / K9 Officer / School Resource Off	Dispatch - Records Supervisor / Records Coord- Dispatcher / Dispatchers (2)		CSO / Diversion Coordinator	18
Windsor	Chief		Sergeant (2) Traffic Officer	<i>Contracts with Sheriff for dispatch and patrol</i>	Admin Sergeant / Admin Aide / Sr. Office Assistant	School Resource Officer / CSO	9
Rohnert Park ¹	Dir of Public Safety ¹ / Deputy Chief	Lieutenant (4) / Support Srvs Mgr	Sergeant (10) / PS Officer (41)	Comm Supv / PS Dispatchers (10)	Records Sup / Records Clerk/ Secretary I / Admin Asst	Civilian Fire Marshal / Property Tech / CSO / Fire inspector	77

Municipality	Chief	Management	Patrol	Communications	Admin	Other	FTEs
Cotati	Chief	Lieutenant	Sergeant (2) / Corporals (2) / Officers (7) / Cadets (2) / Reserve (1.5)	Dispatchers (6.6)	Police Services Aide		24.1
Cloverdale	Chief	Lieutenant / Technical Svcs Mgr	Sergeants (2) Officers (9)	Dispatcher (6)		CSO / Crossing Guards	22
Novato	Chief	Captain (2) / Lieutenant (3)	Sergeant (9) Officer (38)		Exec Asst / Office Asst (.5) / Mgt Analyst I-II / Recrds Sup / Records Spec	Evidence Tech / CSO / K-9 officer	59.5
Fairfax	Chief	Police Lieutenant	Sergeant(2)/ Corporal (2) / Officers (5)	Dispatcher (4)	Police Services Tech/CSO		17
Sausalito ²	Chief	Captain / Lieutenant	Sergeant (4) / Corporal (2) / Officers (10*) *2 positions frozen	<i>Contracts with county for 911</i>	Records Sup - Asst to the Chief / Admin Aide	Management Analyst Parking-IT ² / Detective / PT Motor /PT Harbor / PT Chaplain / PEO (4)	30
Mill Valley	Chief	Captain / Lieutenant	Sergeant (5) / Corporal (4) / Officer (7) / Reserve (1)	<i>Contracts with county for 911</i>	Admin Asst	Detective / CSO / Prkg Enf Officer Police Records Spec	

Municipality	Chief	Management	Patrol	Communications	Admin	Other	FTEs
San Anselmo	<i>Contracts with Central Marin Police Authority</i>						
Tiburon	Chief	Captain	Sergeants (4) Officers (8)		Secretary	Police Serv Aide (3) Emerg Srvcs Coord	
Central Marin Police ³	Chief	Captain / Lt (2)	Sergeant (6) / Corporal (5) Officers (19)	<i>Contracts with Marin for Dispatch</i>	Detective (3) Records (3)	CSO, Traffic (3) SRO, Evid Tech	

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