

**BRYCE
CONSULTING**

**CITY OF SEBASTOPOL
CLASSIFICATION & COMPENSATION PLAN
JANUARY 2025 – FINAL
AMENDED FEBRUARY 2025**

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TABLE OF CONTENTS

Section I - Introduction 3

Section II - Classification Conceptual Framework 6

Section III - Classification Plan Allocations 20

Section IV - Classification Specifications 22

Section V - Compensation Study Survey Parameters 23

Section VI - Compensation Survey Results 28

Section VII - Salary Setting Methodology 36

Section VIII - Addendum 39

Appendix

A – Allocation List A

B – Detailed Datasheets B

C – Miscellaneous Benefit Data C

D – Salary Matrix D

E – Salary Recommendations E

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

APPENDIX B
DETAILED DATASHEETS

APPENDIX C
MISCELLANEOUS BENEFIT DATA

APPENDIX D
SALARY MATRIX

APPENDIX E
SALARY RECOMMENDATIONS