City of St. Helena
Finance Committee Regular Meeting
Thursday, July 16, 2026 @ 3:00 PM
City Hall Main Conference Room
1088 College Avenue, St. Helena CA

PLEASE NOTE: Any person who wishes to speak regarding an item on the agenda or make a comment under the "Oral Communication" portion of the agenda may do so, but please observe the time limit of four minutes.

Members of the public and other parties are welcome to email their comments to the Staff Liaison Mandy Kellogg at mkellogg@cityofsthelena.gov. All public comments must be received three hours prior to the meeting. Public comments received after the deadline will be attached to the item the next business day or soon thereafter. Public comments will not be read out loud but will be publicly available and attached to the online agenda.

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1. ROLL CALL

   Vice Chair: Christopher Warner, Members: Gregg Dawley, Richard Garber, Garry Rose, George Schisler, Mark Smithers
   City Council Member Liaison: Aaron Barak
   Staff Liaison: Mandy Kellogg, Director of Administrative Services

2. CALL TO ORDER

3. PUBLIC FORUM

4. REPORTS BY STAFF/COMMITTEE

   Reports by staff and/or committee on items of general interest. Brief questions for clarification may be posed and answered, and Committee may request that items be placed on a future agenda. Except under certain circumstances, the Brown Act prohibits any other discussion or action by the Finance Committee.

5. CONSENT ITEMS

   5.1. Finance Committee Meeting Minutes of May 27, 2026

6. SCHEDULED ITEMS

   6.1. Update on Subcommittee Reports, Discussion and Adoption
   Employee Classification and Compensation Subcommittee Report
   CIP Needs Subcommittee Report
   Unfunded Pension Liability Subcommittee Report
   Discussion and Next Steps

   6.2. Update on City Council July 7 Meeting Sales Tax Agenda Item and Public Comments, including Comments by Finance Committee Members

   6.3. Schedule for Full Committee Consideration of Draft Final Report

7. FUTURE AGENDA ITEMS

8. ADJOURNMENT

   The next Regular Finance Committee meeting is scheduled for TBD.

This agenda was posted at City Hall, 1088 College Avenue, St. Helena on July 13, 2026.

Mandy Kellogg, Director of Administrative Services

In Compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please call the City Clerk's Office (707) 967-2792. Notification 72 hours prior to the meeting as required by Section 202 of the Americans with Disabilities Act will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

MINUTES
City of St. Helena
Finance Committee Meeting
Wednesday, May 27, 2026 @ 3:00 PM
City Hall, 1088 College Avenue, St. Helena

Present: Vice Chair and Acting Chair Christopher Warner, Committee Members Mark Smithers, Garry Rose, Richard Garber, and Gregg Dawley

Council Liaison Council Member Aaron Barak

Staff Liaison Mandy Kellogg, Administrative Services Director

Staff Members: Joseph Leach; Jim McCann

Absent: Committee Member George Schisler

1. CALL TO ORDER
   Acting Chair Warner called the meeting to order at 3:01 p.m.

2. ROLL CALL

3. PUBLIC FORUM:
   Public comment was opened and no comments were received.

4. REPORTS BY STAFF AND COMMITTEE:

   Acting Chair Warner provided a report and introduced Interim City Manager McCann

   Interim City Manager McCann introduced himself to the Finance Committee

   Administrative Services Director Kellogg provided an update on the draft audited financials.

5. CONSENT CALENDAR:

   5.1. Finance Committee Meeting Minutes of April 9, 2026

   Committee member Garber moved to adopt the minutes of April 9, 2026. The motion was seconded by committee member Smithers. All in favor by voice vote. Motion passes.

6. SCHEDULED MATTERS:

6.1. Updates on Subcommittee Reports, Discussion and Adoption

Acting Chair Warner introduced the agenda item.

Unfunded Accrued Liability (UAL) –
Committee member Dawley presented on the UAL item. The draft UAL Subcommittee Report is nearly complete.

Discussion was turned over to the Finance Committee

The subcommittee report will be finalized and incorporated into a final report.

Capital Improvement Plan (CIP) Long-Term Needs
Streets, Sidewalks, and Storm Drains
Committee member Dawley provided an update on agenda item.

Acting Chair Warner provided clarification on agenda item. The committee focused on general fund specific projects only.

Discussion was turned over to the Finance Committee

Government Buildings/Facilities
Committee member Rose provided an update on Building/Facilities CIP projects. Explained the prioritization and categories of each project.

Class and Comp Study
Committee member Smithers provided an update on the agenda item. Subcommittee looked at the methodology.

Discussion was turned over to the Finance Committee.

Efficiency Study
Subcommittee reviewed Deliverables in 3.A and will be providing written response/recommendations.

Cost Allocation Plan (CAP)
Consultant to submit the final Cost Allocation Plan report.

Public comment was made by Kelly Wheaton and Deanna M. Griffin, representing Friends and Foundation.

6.2 Initial Discussion on Final Efficiency Report and City Council Guidance on Next Steps

Acting Chair Warner introduced agenda item.

Discussion was turned over to the Finance Committee

Council Member Barak provided an update / further clarification on agenda item.

Public comment was opened and no comments were received.

6.3 Schedule for Full Committee Consideration of Draft Final Report

Acting Chair Warner provided an update on agenda item.

Discussion was turned over to the Finance Committee

Public comment was opened and no comments were received.

7. FUTURE AGENDA ITEMS:

Data Request
Final Committee Report for Consideration
Vehicles and Large Equipment

8. ADJOURNMENT

Meeting adjourned by Acting Chair Warner at 5:08 p.m.

APPROVED:	**ATTEST:**
______________________________	______________________________
Christopher Warner, Acting Chair	Mandy Kellogg, Staff Liaison

St. Helena Finance Committee:
Sub-Committee Report on
Employee Classification, Compensation and Benefits
Submitted for July 16, 2026 Finance Committee Meeting

Labor compensation and benefits represent approximately 70% of St. Helena's General Fund spending budget for any given year. As such, reviewing labor costs, employee benefits, and employee position classifications that affect the organizational structure and expenditures is vital to any review and projection of General Fund budget surpluses or deficits. Recognizing this important fiscal area, the City contracted for a class and compensation study, and an efficiency and modernization study. The purpose of the class and compensation study and survey was to help determine if, generally speaking, our City employees are fairly and reasonably paid compared to the classification and compensation of employees of other public agencies (other cities and counties). The purpose of the efficiency and modernization study was to gain insight into our operations, make observations regarding the organization and composition of the City and its staffing, and provide suggestions regarding systems and process improvements. The Finance Committee has only received a draft of the class and compensation study and survey and only very recently received the final efficiency and modernization study. Our comments, analysis, and observations based on the information currently available to us are noted below.

Class and Compensation Study

Executive Summary

1. The survey did not include any data for the city manager's position.
2. Certain cities were included in the study which the Subcommittee considers inappropriately inflate the comparable compensation and benefits data.
3. No private industry compensation data was included in the study, only government agencies. This inflates the comparable data and creates an ever-escalating trend in wages that is likely not comparable to private industry compensation.

4. St Helena is the only agency in the study with no employee cost-sharing for health benefits while all other agencies' employees pay 10% to 20% of the premium cost to reduce the health insurance cost burden on their agency and budgets.
5. Performance bonuses, housing allowances, and car allowances were not included as compensation in the survey, likely negatively impacting the credibility of St Helena's comparability.
6. No metrics or qualitative information was included in the survey for the executive and middle management employee classification groups. This significantly impacts the survey's accuracy in evaluating position responsibility and classification among agencies, which evaluation is required and essential for evaluating wage and overall compensation methodology and comparability.
7. Generally and based on review of the draft labor compensation study and survey provided to us, St Helena's current adopted FY 2026 budget appears to provide a fair and reasonable compensation package to its employees at all levels, and thus there appears to be no need for a general upward adjustment to the steps and pay scale beyond annual COLA adjustments that are demonstrated to be justified based on current compensation levels and costs of living. Moreover, it is possible that many positions are compensated better than many comparable agencies when all the Subcommittee's additions, adjustments, observations, cash and non-cash benefits, etc. are properly considered.

8. The table below provides a quick review of the total compensation and benefits costs average for the city from FY 23 through the budget year FY27. The information indicates that there were significant compensation and benefit increases from FY 23 through FY25, suggesting that further large increases are unnecessary or unsupported.[1]

	FY23 actuals	FY24 actuals	FY25 est.	FY26 est	FY27 est
Comp/benefits (000)	$12,995	$14,620	$17,380	$16,593	$17,189
Average FTE	91.7	93.7	93.95	86.95	86.95
Average per FTE	$141,712	$156,030	$183,992	$190,834	$197,688
Percent increase		10.1%	17.7%	3.7%	3.6%

[1] Based on review of actual, estimated and forecast salary and benefits expenditures in budget documents on City website, and not taking into account separate City management criteria, evaluation and policies on classification and compensation.

Study Analysis

We reviewed the labor compensation survey study, met with PublicPay the consultant contracted to prepare the study, and had several email exchanges. We understand the study is expected to be available on the City's website.

Survey Agencies

The first order of business is determining the agencies (cities and counties) to be included in the study and develop "comparable" compensation data. PublicPay used the following agencies:

Calistoga	Yountville	Napa	American Canyon
Napa County	Lake County	Santa Rosa	Healdsburg
Rohnert Park	Vallejo	Fairfield	Benicia
Petaluma	Vacaville		

Conclusion: The Subcommittee does not agree with including Benicia, Petaluma, and Vacaville for the following reasons:

1. St. Helena does not recruit or attract employees from these cities. Of the 119 current full-time, part-time, and temporary City of St. Helena employees, 86 live in Napa County, 14 in Sonoma County, 8 in Lake County, 5 in Solano County, and 6 remotely and none in the three cities.
2. The regular work hours commute to and from St Helena for these three cities is approximately 1hour 15 minutes to 1 hour and 30 minutes, making it likely why the City does not and may not be able to consistently recruit from these cities.
3. These cities compete with larger and higher paying public agencies even further from St Helena, which likely incorrectly inflates the overall compensation comparison using these cities.

Use of public agencies only

The survey only uses government agencies consistent with the city's hiring policy requiring government experience for most positions. This methodology is not efficient or prudent for the SHEA (St Helena Employee Association) bargaining group and certain other positions and classifications in the executive and middle management groups. The work requirements and qualifications of most positions do not require government experience. The SHEA group includes engineers, facility, maintenance, accountants, human resources, landscapers, and financial analyst personnel. Including private industry compensation based on general Napa County EDD wage data would likely result in lower comparable compensation, suggesting the City could as a priority adjust its recruitment requirements to obtain a broader selection of potential employees and position descriptions that are more efficient, cost-effective and credibly comparable.

Labor Market Survey

The second essential order of business for an efficient labor market survey is to gather compensation and certain benefit information from all the agencies to develop an average for each comparable position and classification. Please see the Labor Summary – Median Total Compensation schedule and the Individual Position information that includes the compensation data for each agency within the position in the draft labor market survey available to the subcommitee. The survey is grouped into:

- Executives (directors and department heads)
- Middle Management (not a represented bargaining group)
- St Helena Employee Association (SHEA, represented bargaining group)
- Police – non management (a represented group)
- Fire – non management (a represented group)

Part-time and temporary positions are not included in the survey. Also, not all full-time positions are presented in the survey, making it difficult to gain full transparency into individual position and classification compensation comparability.

The data gathered from each agency is as follows:

1. Base salary (base range). This is the pay at the highest step within a position.
2. Cash supplements. These include longevity pay, deferred compensation, employee pension and social security cost sharing.
3. Insurance benefits. These include the agency's cost for health, dental, and vision premiums. This does not include the cost-sharing paid by the employee.

Base salary and cash supplements are added to arrive at "base+cash," a figure that should be a reasonable approximation of comparable gross wages. However, there are a number of issues and inconsistencies with this "customary" approach to modeling that both inflates total compensation for certain agencies and gives the appearance that St Helena employees are under compensated when compared to the survey agencies. We explain each issue as follows:

1. **Longevity Pay**. Seven (including St Helena) of the fifteen agencies in the survey boost base compensation at various levels for years of service. The survey's "base compensation" is the max range of the five-step wage scale used by all agencies in the survey. The survey adds the maximum longevity pay awarded to base compensation in developing "base+cash." The maximum longevity pay is based on the maximum award at 25 to 40 years of service. The survey adds to the five-year base compensation longevity pay boosts

based on thirty or forty years of service. This increases the five-year base compensation amount by as much as 12.5%. We disagree with adding this to the base compensation as pay at five years is not comparable to pay at 25 or 40 years. This obviously overstates comparable wages. Including a longevity pay boost awarded at five years of service (as in St Helena's case) would be appropriate, but not well into the future year boosts. The survey overstates comparable wages.

2. **Deferred Compensation**. Deferred compensation plans offered by various agencies range in value as noted by the survey; they are an additional form of retirement benefit provided beyond CALPERS. All plans include an employer contribution and an employee contribution. Employees must contribute to receive the agency match. Some employee contributions are mandatory and not an election. The issue with the survey model is it assumes all employees participate and that all employees defer to the maximum needed to get the maximum value from the employer match. Given that these deferred compensation plans are in addition to generous CALPERS plans and in some instances in addition to Social Security, it is unrealistic to assume full and maximum employee participation for plans that require more significant employee deferrals when they are not mandatory. As such the survey inflates the "base+cash" totals.
3. **Extra EE Pension and Social Security**. This column includes two items: the amount employees are required to pay into CALPERS above the standard percentage and the employee's share of social security tax withholding. The presentation of the "extra ee pension" reducing total compensation makes sense for comparability. Social Security taxes require an employer "contribution" and an employee "contribution" very much similar to deferred compensation plans with matching contribution requirements, especially with plans that make the employee contribution mandatory and irrevocable. As such, reducing total compensation for the Social Security employee "contribution" / withholding is not consistent with the presentation of deferred compensation plans and inconsistent with the value of the retirement benefit that is earned by the employee. The consultant has noted that the model is the "customary" approach and further subjectively suggests that "employees don't see the value" of the withholding. We conclude that reducing total compensation for employee Social Security withholdings is both inconsistent with other aspects of the model and deflates total compensation comparability for St Helena.

Each agency's cost of health benefits (the agency's premium costs) are then added to "base+cash" to arrive at theoretical total compensation. Although this approach may be favorable or not to St Helena's survey results, we do not agree with this methodology. We think a better and correct approach is to subtract health benefit cost-sharing paid by employees (towards the agency's total premium costs). Every entity (public or private) generally does not pay 100% of the premium for health insurance; employees participate in an entity's health insurance costs. All survey agencies (other than St Helena) have cost-sharing arrangements with their employees; between 10% to 20% of premium costs. This cost sharing reduces their gross pay. **However, St Helena employees do not participate in health insurance premium cost-sharing.** The City of St Helena pays 100% of the premium. This is a large benefit to St Helena employees and effectively increases their gross wage comparison compared to most if not all other public agencies. Health insurance premiums do not reflect the value of a plan to a participant. Premiums are influenced by services, deductibles, prescription drug coverage and other items that may increase the premium costs to a public agency while not necessary increasing the "value" to a particular participant. The public agency may also have a broker that does not negotiate as well as another public agency may negotiate. Premiums do not equal value. Our conclusion that cost-sharing is the appropriate metric for accurate comparability is clearly supported by the fact that all public agencies disclose on their benefits websites the percentage of premium costs they cover. They do not speak to premium costs. They recognize potential employees are concerned about what will be deducted from their wages towards healthcare and related benefits.

An example of the impact. The detailed information on page 59 of the draft labor market survey provides that the "base+cash" (i.e. gross pay) of a St Helena firefighter is $9,762 per month while a Calistoga firefighter is lower at $8,877 per month ($885 less). But when the agency cost of health benefits is added, as the survey does, the survey concludes that a St Helena firefighter makes $12 less per month. But a Calistoga firefighter pays for cost-sharing of approximately $300 a month. In reality, the St Helena firefighter makes approximately $1,185 per month ***more*** than a Calistoga firefighter, not ***less***. Further, an under-thirty-year-old healthy potential employee does not care what the premium costs are for a health plan they likely will not use. They do care what will be deducted from their paycheck for health insurance cost-sharing.

Compensation not included in the survey

Several forms of compensation are not included in the survey:

- Car allowances
- Housing allowances
- Performance bonuses

Each of these can be significant and add $10,000 to $20,000 cumulatively to annual pay. These additional forms of compensation are mostly provided to the survey's executive group and maybe a few of the survey's middle management group. The Subcommittee will review more information on these forms of compensation that has been requested from City staff.

Below we review the results by survey group.

Executive Group

This group is comprised of directors and department heads. Please note we did not receive data regarding the city manager's position; we have reiterated this request for full transparency. All positions in this group supervise personnel, some directly at many levels. The executive group is a non-bargaining group. Compensation is determined individually through annual evaluations.

The survey results could indicate to the lay person that our executive team is under compensated. However, many factors need to be considered to equalize the comparison, and the survey does not consider a long list of metrics. Depending on the position, the following factors (to name a few) should "adjust" the comparability of survey agencies to St Helena:

General Fund Budget	Department Budget	Total employees
Department headcount	Capital Project Budget	Number of firehouses
Number of police stations	Emergency calls	Miles of roads
Acres of parks	Miles of water lines	Miles of sewer lines

It is also difficult to line up the position responsibilities and classifications based on titles alone and without referring to detailed position descriptions and detailed position responsibilities. Obviously, it seems reasonable that the Director of Administrative Services (chief accounting and financial manager) would make $3,000 a month less than the comparable position in Santa Rosa. That our police and fire chiefs supervising one station each, with far fewer personnel, and at crime or call levels make less than comparable positions in the survey also makes sense. Department Head salaries should be negotiated consistently based on position descriptions and classifications, including responsibilities, experience, education, credentials, and expertise, comparable to neighboring communities. The Subcommittee finds that all executive group positions are reasonably paid (and some potentially more highly paid) on a comparability basis, and therefore do not need anything other than normal annual compensation adjustments—if at all—that fully take into account their other pay and forms of compensation that are not considered in the survey. This is also supported by the longevity of the existing personnel in these positions that span a decade or more in many instances.

Middle Management Group

This group is also a non-bargaining group with compensation determined individually through annual evaluations. Again, the survey indicates that this group is under compensated. Similar to the executive group, qualitative aspects need to be considered when comparing St Helena positions and classifications to the survey results or individual agencies. Qualitative aspects that may apply (as well as some mentioned above) are:

- Is the position a manager of people or contractors?
- Is the position a non-manager subject expert?
- Does the position work autonomously or do they require significant supervision?
- How many people does the position manage?
- How long have they been in the position?
- Does the position hold a college degree directly related to responsibilities?
- Do they have budget responsibility?

Again, it is difficult to line up the position responsibilities on titles alone and without referring to detailed position descriptions and detailed position responsibilities. Obviously, manager positions in St Helena likely have less responsibility and are less complicated than similar positions in e.g., Santa Rosa, Fairfield, Vallejo, City of Napa, etc. Our conclusion is that all middle management group positions are reasonably paid (and some potentially overcompensated based on position description and classification) and do not appear to need anything other than normal annual compensation adjustments—if at all—that fully take into account their other pay that is not considered in the survey. We respectfully recommend that the City should ensure that processes are in place to consider all the qualitative aspects and metrics in the classification and descriptions of positions to appropriately determine fair and reasonable compensation for this group, including private industry compensation comparables.

SHEA (St Helena Employees Association)

This is a group that should be simple to create a comparable compensation scale, because the positions are most likely comparable among public agencies, and do not require management and supervision factors, and are not impacted by other qualitative factors noted above. As discussed above, the comparison negatively impacts St Helena because it includes the three non-comparable cities we noted that inflate compensation, fails to address other noted areas, does not include private industry data for the many positions that align with needs, and improperly addresses insurance benefits. Although it does not impact the positions and classifications noted in this group, it should be noted that not all positions are listed in the survey because of certain bargaining unit impacts (which necessarily reduces transparency) and specifically excludes part-time and temporary positions used by St Helena.

As can be seen in the SHEA group summary and details, a large majority of positions are within 5% +/- of the average maximum compensation under the five step scale and classification, and in aggregate the group is minus .4% of the average. There are equal numbers above plus 5% of the average and minus 5% of average. Subcommittee members' professional experience suggests if pay is within 10% of the competitive metric, it is competitive and thus requires no significant action until the pay differential is closer to 15%. While deferring to the City management's role in collective bargaining and all else being equal, the relevant comparability survey data available to the Subcommittee indicates the SHEA bargaining group classifications and positions receive fair and reasonable pay with no need for significant compensation increases, while supporting annual COLA adjustments with other noted compensation survey aspects also needing to be considered. The City should consider the special impact of no health insurance cost-sharing as part of its annual classification and compensation decision-making.

Police and Fire Groups

Both groups are represented with agreed upon pay scales. For certain survey reasons, not all positions are presented. For transparency, we encourage all positions to be presented. The compensation survey does not consider certain qualitative and quantitative factors that impact compensation comparisons for these positions. The survey does not take into account numbers of calls, types of calls, and crime statistics, to name a few. Inclusion of the three inappropriate agencies noted earlier have inflated the compensation comparison negatively for St Helena. When annually evaluating compensation and classification of these groups, we respectfully encourage the City Council to review the detailed agency information for more like-kind public agencies more comparable to St Helena's situation for these positions. Based on the data available to the Subcommittee, it appears that these two groups are fairly and reasonably compensated other than reasonably justified COLA adjustments.

Other Subcommittee observations and comments

1. The City should implement a cost sharing arrangement for health and related benefits for the executive and middle management groups of at least 10% or a more appropriate 15% of city incurred premium costs beginning in fiscal year 2027.

   The City should introduce the same arrangement with bargaining groups that may require a phased implementation over two or three years beginning in fiscal year 2027 to reach 15% cost sharing.

2. At the same time, the City should adopt an "opt out" policy for health and related benefits paying each employee $300- $500 a month to elect not to be covered by our plans. Other agencies within the survey follow this practice as do many private companies. The results can provide tremendous savings while an employee elects to be covered under a spouse's plan.

   Together, once fully implemented, the above changes potentially may save the City $300,000 - $600,000 a year.

3. The City should expand its recruitment policy and job qualification and classification requirements to allow candidates without government experience and those with private industry only experience for a significant number of the City's current positions.

4. The City has a large number of part-time positions whereby employees do not qualify for health insurance and other benefits; presumably to save on benefit costs. However anecdotal information suggests this has created a fair amount of turnover which is a hidden cost to the City. The City should review this and consider adjusting, combining, and aligning multiple part-time positions and creating full-time positions.

Efficiency and Business Transformation Study

Our subcommittee provides the following comments in an advisory capacity for the consideration of City Council and City Manager. Our comments are restricted to labor, organization structure, compensation, and related areas and are not associated with the broader systems, processes, and efficiency recommendations as those are addressed elsewhere by the Committee and its subcommittees.

Often in small organizations, such as a small town like ours, staffing levels do not warrant positions for every different focus or cannot be afforded. As such, efficient organizational structures will require certain positions to wear "multiple hats" or the use of consultants to fill part-time needs that aren't easily combined with other responsibilities where the knowledge and skills are dissimilar.

We fully support the following recommendations from the Efficiency and Business Transformation study found in deliverable 3A: Organizational Structure and Staffing Component, section 5.0 St Helena Staffing, Organization, and Controls. Most of the recommended changes should occur in the near term.

5.1.1 Financial Analyst. Move the Financial Analyst from Public Works to Administrative Service. The Blackberg report provides many very sound reasons for this recommendation, not the least of which are internal controls, independence, and accountability.

5.1.2 Community Services Department – Library. Blackberg reports our library staffing, and overall operating costs, are significantly higher than cities our size and observes "this represents a higher-than-average number of staff." See our recommendation below to consider whether to return volunteerism to the library which will result in a lower number of paid staff and reduced budget while fully supporting the library's continued high quality and quantity of service.

5.1.3 Community Services Department – Broadly. The Efficiency and Business Transformation Study recommends eliminating the Director of Community Services position as it is not well justified. It is noteworthy, this position was only recently added, increasing overall labor costs and furthering budget stress. The incumbent can be transferred to the Director of Parks and Recreation position while the number of Parks and Recreation Department staff is right sized with this change. Also, please see below our recommended change that will expand the responsibilities of this director's position.

5.1.4 Administrative Services Department. There are many recommendations within this review; personnel, education, experience, process, systems, etc. The near-term essential staffing recommendation is to elevate the department with the hiring a leader who has a degree in accounting, is a CPA, with expert knowledge of accounting software. Hiring such a qualified candidate will provide the opportunity and the ability for the department to then embark on the many recommendations in the study benefiting existing department personnel, the city, and the community.

5.1.5 Community Development Department. We support the observation and recommendation with no further comments.

5.1.6 Fire Department and Police Department. We support the consideration by the City Council of the observation and recommendation. This is a sensitive community issue, given our community's priority for effective and efficient police and fire protection and services. If the recommendation is not supported by the community, the community will need to recognize the costs and impact on the city's budget and potential revenue needs.

5.1.7 City Clerk Department. We support consideration by the City Council of the observation and recommendation with no further comments.

5.1.8 Public Works Department. We support City Council consideration of the observation and recommendations. See comments below regarding transferring the Parks and Trees subdepartment and responsibilities to the Parks and Recreation Department reporting to the Director of Parks and Recreation.

When considering efficient organizational structures and community satisfaction of service levels, it can be useful to review history especially for a small town like ours. History may provide good examples. As such we offer these recommendations, subject to consideration by the City Council and City management as well as advice from the City's Parks and Recreation Commission:

1. Park maintenance supervision should be transferred back to and directly report to the Director of Park and Recreation. In the past park maintenance staff directly reported to the Director of Parks and Recreation; our community was satisfied by and large with park maintenance. This may have many advantages.

    a. This may streamline communications to field employees.
    b. There may be more consistency with Park department goals, maintenance, and focus.

c. As noted in the draft Parks Master Plan, there is no clear understanding the hours of labor being spent on park maintenance and improvements making it especially difficult to understand staffing needs to meet community expectations. This change should clarify that issue.
d. Organized in this way, it may help the Public Works Director, the City Manager, and the public, better understand the staffing levels needed to match non-management in-field responsibilities and work load. The suggested organizational change will provide clarity for all.
e. To the limited extent Public Works needs a helping hand from time to time and in case of emergencies and urgencies, Park maintenance would be there to help.
f. Given the Efficiency and Transformation Study recommendation to eliminate the Director of Community Services position, adding these responsibilities to the Director of Parks and Recreation and reassigning maintenance staff supervision to this position may allow the position to maintain a reasonably similar wage scale.

2. The library used to be supported with a team of volunteers. While it is our understanding there is a clause within the SHEA bargaining contract eliminating the use of volunteers, the city needs to consider working with the bargaining groups to reinstate the use of volunteers and reduce the need for paid staff. Blackberg's report noted 8 part-time roles for the library totaling approximately 75 hours per week with individuals working 4-15 hours per week. The advantages are:

   a. This may help our city's budget without reducing the quality or quantity of services. The Blackberg report notes the city "is paying higher than average for that quality and quantity" for library operations.
   b. It should give the community member volunteers a feeling of need, satisfaction, and generosity as they support the library and its visitors.
   c. We have a large retiree population that may be looking for volunteer opportunities.
   d. Visitors may again enjoy seeing and receiving help from these volunteer community members.

Submitted to St. Helena Finance Committee

By Subcommitee on Employee Classification, Compensation and Benefits

For July 16, 2026 Finance Committee Meeting

Mark Smithers
Richard Garber
George Schisler

St. Helena Finance Committee: Draft Sub-Committee Report on Employee Classification, Compensation and Benefits

Reviewer key: ~~Red strikethrough~~ means do not use as a finding unless it is rewritten or validated. Blue notes explain the concern. Green text is suggested replacement language. Purple notes identify Jim McCann's factual corrections and additions.

Citation key: *"PublicPay Comparator Memo" means PublicPay, Selection of Survey Agencies (Jan. 29, 2026); "PublicPay Base Salary" means St Helena Base Salary Data DRAFT (data effective Dec. 2025; printed Mar. 25, 2026); "PublicPay Total Compensation" means St Helena Total Comp Data DRAFT (data effective Dec. 2025; printed Feb. 23, 2026); "Blackberg 3A" means Deliverable 3A: Organizational Structure and Staffing Component; and "Blackberg 4" means Deliverable 4: Final Report and Recommendations. Page references use the printed page number shown in each source.*

Labor compensation and benefits represent approximately 70% of St. Helena's General Fund spending budget for any given year. As such, reviewing labor costs, employee benefits, and employee position classifications that affect the organizational structure and expenditures is vital to any review and projection of General Fund budget surpluses or deficits. Recognizing this important fiscal area, the City contracted for a class and compensation study, and an efficiency and modernization study. The purpose of the class and compensation study and survey was to help determine if, generally speaking, our city employees are fairly and reasonably paid compared to the classification and compensation of employees of other public agencies (other cities and counties). The purpose of the efficiency and modernization study was to gain insight into our operations, make observations regarding the organization and composition of the City and its staffing, and provide suggestions regarding systems and process improvements. The Finance Committee has only received a draft of the class and compensation study and survey and only very recently received the final efficiency and modernization study. Our comments, analysis, and observations based on the information currently available to us are noted below.

Class and Compensation Study

Executive Summary

1. The survey did not include any data for the city manager's position.
2. ~~Certain cities were included in the study which the Subcommittee considers inappropriately inflate the comparable compensation and benefits data.~~

Note: *This is a methodology concern, not a verified factual finding. PublicPay considered the request to remove Benicia, Petaluma, and Vacaville and expressly retained them because they provide job matches for most City services and help preserve a statistically sufficient sample. The proper way to test whether they materially affect the result is a side-by-side sensitivity analysis. (PublicPay Comparator Memo, pp. 4-5.)*

Proposed language: The Subcommittee questions whether Benicia, Petaluma, and Vacaville are the appropriate comparators and requests a sensitivity analysis showing the results with and without those agencies.

3. ~~No private industry compensation data was included in the study, only government agencies. This inflates the comparable data and creates an ever-escalating trend in wages that is likely not comparable to private industry compensation.~~

Note: *The first sentence is factual. PublicPay states that similar municipal employers are generally used because they provide comparable services and job matches; private-sector matches often do not exist. The assertion that public-agency data necessarily inflates wages or creates an escalating trend is not established by the study. (PublicPay Comparator Memo, pp. 1-2.)*

Proposed language: The survey used public-agency comparators. The Subcommittee asks whether private-sector data would be useful for selected classifications, recognizing PublicPay's stated rationale for using employers that provide similar municipal services and job matches.

4. ~~St Helena is the only agency in the study with no employee cost-sharing for health benefits while all other agencies' employees pay 10% to 20% of the premium cost to reduce the health insurance cost burden on their agency and budgets.~~

Note: *This requires verification against each agency's governing benefit documents and MOUs. It also moves from a proposed benefit comparison to a budget conclusion without confirming employee contributions, plan design, or the fiscal and labor implications. PublicPay reports employer-paid insurance value; that is not the same measure as employee take-home pay. (PublicPay Total Compensation, pp. 1-3.)*

Proposed language: The Subcommittee asks staff to confirm each survey agency's employer and employee health-premium contributions, identify material plan-design differences, and model the fiscal and labor effects of any proposed cost-sharing scenario before Council relies on this point.

5. ~~Performance bonuses, housing allowances, and car allowances were not included as compensation in the survey, likely negatively impacting the credibility of St Helena's comparability.~~

Note: *This may be a valid completeness question, but the draft concludes that the omission impairs credibility before confirming whether these items apply, which classifications receive them, and whether comparable agencies were treated consistently.*

Proposed language: The Subcommittee has requested staff confirmation of whether performance bonuses, housing allowances, or car allowances apply, which classifications receive them, their annual value, and whether comparable agencies were treated consistently.

6. ~~No metrics or qualitative information was included in the survey for the executive and middle management employee classification groups. This significantly impacts the survey's accuracy in evaluating position responsibility and classification among agencies, which evaluation is required and essential for evaluating wage and overall compensation methodology and comparability.~~

Note: *PublicPay's data sheets do more than match titles. They define "No Comparable Class" to include cases where qualifications or scope differ materially, and they identify insufficient samples. That reflects job matching, although it is not necessarily a comprehensive citywide classification audit. Any request for a broader audit should be evaluated against the consultant's contracted scope. (PublicPay Base Salary, p. 3.)*

Proposed language: PublicPay's survey includes job matching and excludes classes where qualifications or scope differ materially. The Subcommittee asks staff and PublicPay whether any executive or middle-management classifications require a separate classification audit beyond the labor-market survey.

7. ~~Generally and based on review of the draft labor compensation study and survey provided to us, St Helena's current adopted FY 2026 budget appears to provide a fair and reasonable compensation package to its employees at all levels, and thus there appears to be no need for a general upward adjustment to the steps and pay scale beyond annual COLA adjustments that are demonstrated to be justified based on current compensation levels and costs of living. Moreover, it is possible that many positions are compensated better than many comparable agencies when all the Subcommittee's additions, adjustments, observations, cash and non-cash benefits, etc. are properly considered.~~

Note: *This is the central problem in the draft. It reaches a bottom-line pay conclusion while also saying material information is missing. PublicPay's median total-compensation summary reports St. Helena below the identified market by 11.7% for executives, 8.5% for confidential middle management, 0.4% for SHEA, 4.3% for Police, 9.7% for Fire, and 5.0% overall. Those results do not dictate a pay increase, but the Subcommittee cannot replace them with a contrary finding unless its methodological objections are validated and the analysis is recalculated. (PublicPay Total Compensation, pp. 1-2.)*

Proposed language: PublicPay's median total-compensation analysis places St. Helena below the identified market overall, with substantial variation by employee group and classification. The Subcommittee has identified methodology questions that should be validated and, where material, recalculated before Council relies on any conclusion regarding compensation adjustments.

8. ~~The table below provides a quick review of the total compensation and benefits costs average for the city from FY 23 through the budget year FY27. The information indicates that there were significant compensation and benefit increases from FY 23 through FY25, suggesting that further large increases are unnecessary or unsupported.~~[1]

Note: *The table requires source verification and correction. Based on the figures shown, the FY25 average per FTE is approximately $184,992, not $183,992; the FY24-to-FY25 increase is approximately 18.6%, not 17.7%; and the FY25-to-FY26 increase is approximately 3.2%, not 3.7%. Staff should also clarify whether each FTE figure represents actual average staffing, funded positions, or authorized positions. Even if corrected, the table alone does not prove that future increases are unnecessary.*

Proposed language: The table should be corrected and sourced before use. Staff should identify whether the FTE figures are actual, funded, or authorized and explain the causes of cost changes. Any conclusion about future compensation should then be tied to the PublicPay study, the five-year forecast, bargaining obligations, and Council policy direction.

	FY23 actuals	FY24 actuals	FY25 est.	FY26 est	FY27 est

[1] Based on review of actual, estimated and forecast salary and benefits expenditures in budget documents on City website, and not taking into account separate City management criteria, evaluation and policies on classification and compensation.

Comp/benefits (000)	$12,995	$14,620	$17,380	$16,593	$17,189
Average FTE	91.7	93.7	93.95	86.95	86.95
Average per FTE	$141,712	$156,030	$183,992	$190,834	$197,688
Percent increase		10.1%	17.7%	3.7%	3.6%

Study Analysis

We reviewed the labor compensation survey study, met with PublicPay the consultant contracted to prepare the study, and had several email exchanges. We understand the study is expected to be available on the City's website.

Survey Agencies

The first order of business is determining the agencies (cities and counties) to be included in the study and develop "comparable" compensation data. PublicPay used the following agencies:

Calistoga	Yountville	Napa	American Canyon
Napa County	Lake County	Santa Rosa	Healdsburg
Rohnert Park	Vallejo	Fairfield	Benicia
Petaluma	Vacaville		

~~**Conclusion**: The Subcommittee does not agree with including Benicia, Petaluma, and Vacaville for the following reasons:~~

Note: *This may remain as the Subcommittee's disagreement, but it should not be presented as a factual finding that the survey is wrong. PublicPay documented the requested changes and retained Benicia, Petaluma, and Vacaville for job-match and sample-size reasons. A sensitivity analysis is the appropriate way to resolve the disagreement. (PublicPay Comparator Memo, pp. 4-5.)*

Proposed language: The Subcommittee disagrees with PublicPay's inclusion of Benicia, Petaluma, and Vacaville and requests a sensitivity analysis showing results with and without those agencies.

1. St. Helena does not recruit or attract employees from these cities. Of the 119 current full-time, part-time, and temporary City of St. Helena employees, 86 live in Napa County, 14 in Sonoma County, 8 in Lake County, 5 in Solano County, and 6 remotely and none in the three cities.

Note: *Current employee residence is useful background if HR verifies it, but it does not establish the boundaries of the potential recruitment market. PublicPay specifically notes that candidates may live between competing jurisdictions and commute to different employers. (PublicPay Comparator Memo, p. 4.)*

Jims note: *In actuality 27 of 119 employees, approximately 22.7%, live in Sonoma and Solano Counties, where Petaluma, Benicia, and Vacaville are located. The residence figures stated in the draft are therefore incomplete or* *inaccurate. Excluding those cities solely because no current employee resides within their municipal boundaries lacks a factual basis.*

Proposed language: Staff should correct and confirm the residence data before it is used. According to the City Manager, 27 of 119 employees, approximately 22.7%, live in Sonoma and Solano Counties, where Petaluma, Benicia, and Vacaville are located. Current employee residence information should not be treated as proof of the boundaries of the City's potential recruitment market.

2. ~~The regular work hours commute to and from St Helena for these three cities is approximately 1hour 15 minutes to 1 hour and 30 minutes, making it likely why the City does not and may not be able to consistently recruit from these cities.~~

Note: *Commute times can be verified, but PublicPay already included drive-time considerations and explained that commuting depends on where employees and candidates live relative to competing employers. The draft should not infer that the City cannot recruit from these markets without HR or consultant support. (PublicPay Comparator Memo, pp. 3-4.)*

Proposed language: The Subcommittee asks staff and PublicPay to confirm the commute assumptions and explain whether drive time materially affects the survey market after considering where current and potential employees may live.

3. ~~These cities compete with larger and higher paying public agencies even further from St Helena, which likely incorrectly inflates the overall compensation comparison using these cities.~~

Note: *This is a causal conclusion that has not been demonstrated. PublicPay expressly considered these agencies and retained them for job matches and sample sufficiency. The effect, if any, should be measured through a recalculation rather than asserted. (PublicPay Comparator Memo, pp. 4-5.)*

Proposed language: The Subcommittee requests a sensitivity analysis to determine whether including Benicia, Petaluma, and Vacaville materially changes the survey results.

Use of public agencies only

~~The survey only uses government agencies consistent with the city's hiring policy requiring government experience for most positions. This methodology is not efficient or prudent for the SHEA (St Helena Employee Association) bargaining group and certain other positions and classifications in the executive and middle management groups. The work requirements and qualifications of most positions do not require government experience. The SHEA group includes engineers, facility, maintenance, accountants, human resources, landscapers, and financial analyst personnel. Including private industry compensation based on general Napa County EDD wage data would likely result in lower comparable compensation, suggesting the City could as a priority adjust its recruitment requirements to obtain a broader selection of potential employees and position descriptions that are more efficient, cost-effective and credibly comparable.~~

Note: *This paragraph combines two distinct questions: which employers should be used for market comparison and whether the City should change recruitment qualifications. PublicPay explains why municipal employers generally provide the closest service and job matches. Recruitment qualifications are a separate HR and management policy matter. (PublicPay Comparator Memo, p. 1.)*

Proposed language: The survey used public agencies because they generally provide similar municipal services and job matches. The Subcommittee asks whether private-sector data would be useful for selected classifications and recommends that any review of recruitment qualifications proceed separately through staff and HR.

Labor Market Survey

The second essential order of business for an efficient labor market survey is to gather compensation and certain benefit information from all the agencies to develop an average for each comparable position and classification. Please see the Labor Summary – Median Total Compensation schedule and the Individual Position information that includes the compensation data for each agency within the position in the draft labor market survey available to the subcommitee. The survey is grouped into:

- Executives (directors and department heads)
- Middle Management (not a represented bargaining group)
- St Helena Employee Association (SHEA, represented bargaining group)
- Police – non management (a represented group)
- Fire – non management (a represented group)

~~Part-time and temporary positions are not included in the survey. Also, not all full-time positions are presented in the survey, making it difficult to gain full transparency into individual position and classification compensation comparability.~~

Note: *The survey covers selected classifications rather than every City position and flags classes with insufficient comparable data. Omission from a labor-market survey is not, by itself, a lack of transparency. Staff should identify the study's intended scope, which positions were excluded, and why. (PublicPay Base Salary, pp. 1-3.)*

Proposed language: The Subcommittee asks staff and PublicPay to identify the study's intended scope, which full-time, part-time, and temporary positions were not included, and the reason for each exclusion.

The data gathered from each agency is as follows:

1. Base salary (base range). This is the pay at the highest step within a position.
2. Cash supplements. These include longevity pay, deferred compensation, employee pension and social security cost sharing.
3. Insurance benefits. These include the agency's cost for health, dental, and vision premiums. This does not include the cost-sharing paid by the employee.

~~Base salary and cash supplements are added to arrive at "base+cash," a figure that should be a reasonable approximation of comparable gross wages. However, there are a number of issues and inconsistencies with this "customary" approach to modeling that both inflates total compensation for certain agencies and gives the appearance that St Helena employees are under compensated when compared to the survey agencies. We explain each issue as follows:~~

Note: *PublicPay separately presents Base, Base + Cash, and Base + Cash + Insurance. The Subcommittee may question particular assumptions, but it should distinguish an alternative policy metric from a demonstrated methodological or arithmetic error. Any material concern should be answered by PublicPay and, where appropriate, tested through recalculation. (PublicPay Total Compensation, pp. 1-3 and individual class sheets.)*

Proposed language: The Subcommittee asks PublicPay and staff to explain the Base, Base + Cash, and Base + Cash + Insurance methodology and, where a disputed assumption is material, provide a clearly labeled alternative calculation.

1. ~~Longevity Pay. Seven (including St Helena) of the fifteen agencies in the survey boost base compensation at various levels for years of service. The survey's "base compensation" is the max range of the five-step wage scale used by all agencies in the survey. The survey adds the maximum longevity pay awarded to base compensation in developing "base+cash." The maximum longevity pay is based on the maximum award at 25 to 40 years of service. The survey adds to the five-year base compensation longevity pay boosts based on thirty or forty years of service. This increases the five-year base compensation amount by as much as 12.5%. We disagree with adding this to the base compensation as pay at five years is not comparable to pay at 25 or 40 years. This obviously overstates comparable wages. Including a longevity pay boost awarded at five years of service (as in St Helena's case) would be appropriate, but not well into the future year boosts. The survey overstates comparable wages.~~

Note: *PublicPay's base-salary methodology states that the range maximum excludes longevity, merit, and performance pay. Longevity is shown separately as a cash supplement in the total-compensation sheets. The draft should not suggest longevity is embedded in base salary. The remaining question is whether the longevity amount used is the appropriate standardized amount, which PublicPay should explain and test. (PublicPay Base Salary, p. 3; PublicPay Total Compensation, individual class sheets.)*

Proposed language: The Subcommittee asks PublicPay to explain the longevity amount used in the total-compensation analysis and show whether using currently earned or another standardized longevity amount would materially change the results.

2. ~~Deferred Compensation. Deferred compensation plans offered by various agencies range in value as noted by the survey; they are an additional form of retirement benefit provided beyond CALPERS. All plans include an employer contribution and an employee contribution. Employees must contribute to receive the agency match. Some employee contributions are mandatory and not an election. The issue with the survey model is it assumes all employees participate and that all employees defer to the maximum needed to get the maximum value from the employer match. Given that these deferred compensation plans are in addition to generous CALPERS plans and in some instances in addition to Social Security, it is unrealistic to assume full and maximum employee participation for plans that require more significant employee deferrals when they are not mandatory. As such the survey inflates the "base+cash" totals.~~

***Note:** This is a reasonable question, but the draft assumes participation behavior without supporting data. PublicPay should explain whether the deferred-compensation figure represents a maximum contractual employer contribution, a mandatory amount, or actual participation, and whether an alternative treatment would materially affect the results.*

Proposed language: The Subcommittee asks PublicPay to explain whether deferred compensation reflects a maximum contractual benefit, a mandatory amount, or actual participation and whether an alternative treatment would materially change the results.

3. ~~Extra EE Pension and Social Security. This column includes two items: the amount employees are required to pay into CALPERS above the standard percentage and the employee's share of social security tax withholding. The presentation of the "extra ee pension" reducing total compensation makes sense for comparability. Social Security taxes require an employer "contribution" and an employee "contribution" very much similar to deferred compensation plans with matching contribution requirements, especially with plans that make the employee contribution mandatory and irrevocable. As such, reducing total compensation for the Social Security employee "contribution" / withholding is not consistent with the presentation of deferred compensation plans and inconsistent with the value of the retirement benefit that is earned by the employee. The consultant has noted that the model is the "customary" approach and further subjectively suggests that "employees don't see the value" of the withholding. We conclude that reducing total compensation for employee Social Security withholdings is both inconsistent with other aspects of the model and deflates total compensation comparability for St Helena.~~

***Note:** This is a technical methodology question, not a validated Committee conclusion. PublicPay should explain what is included in the combined "Extra EE Pension and SS" adjustment, why it is treated as a negative cash supplement, and the effect of any alternative treatment. (PublicPay Total Compensation, individual class sheets.)*

Proposed language: The Subcommittee asks PublicPay to explain the treatment of employee pension cost-sharing and Social Security withholding, including what is included in the combined adjustment and the effect of any alternative treatment on St. Helena's comparison.

~~Each agency's cost of health benefits (the agency's premium costs) are then added to "base+cash" to arrive at theoretical total compensation. Although this approach may be favorable or not to St Helena's survey results, we do not agree with this methodology. We think a better and correct approach is to subtract health benefit cost-sharing paid by employees (towards the agency's total premium costs). Every entity (public or private) generally does not pay 100% of the premium for health insurance; employees participate in an entity's health insurance costs. All survey agencies (other than St Helena) have cost-sharing arrangements with their employees; between 10% to 20% of premium costs. This cost sharing reduces their gross pay. **However, St Helena employees do not participate in health insurance premium cost-sharing.** The City of St Helena pays 100% of the premium. This is a large benefit to St Helena employees and effectively increases their gross wage comparison compared to most if not all other public agencies. Health insurance premiums do not reflect the value of a plan to a participant.~~

~~Premiums are influenced by services, deductibles, prescription drug coverage and other items that may increase the premium costs to a public agency while not necessary increasing the "value" to a particular participant. The public agency may also have a broker that does not negotiate as well as another public agency may negotiate. Premiums do not equal value. Our conclusion that cost-sharing is the appropriate metric for accurate comparability is clearly supported by the fact that all public agencies disclose on their benefits websites the percentage of premium costs they cover. They do not speak to premium costs. They recognize potential employees are concerned about what will be deducted from their wages towards healthcare and related benefits.~~

Note: *The submitted report is arguing for employee net cash compensation as the controlling metric, while PublicPay reports employer-paid total compensation. Both may be useful, but they answer different questions. The report should not label one method correct and the other incorrect without a side-by-side explanation of employer cost, employee contribution, plan value, and net cash impact. (PublicPay Total Compensation, pp. 1-3.)*

Proposed language: The Subcommittee asks staff and PublicPay to provide a side-by-side presentation showing base and cash compensation, total premium cost, employer contribution, employee contribution, and net employee cash impact before characterizing either measurement as controlling.

~~**An example of the impact**. The detailed information on page 59 of the draft labor market survey provides that the "base+cash" (i.e. gross pay) of a St Helena firefighter is $9,762 per month while a Calistoga firefighter is lower at $8,877 per month ($885 less). But when the agency cost of health benefits is added, as the survey does, the survey concludes that a St Helena firefighter makes $12 less per month. But a Calistoga firefighter pays for cost-sharing of approximately $300 a month. In reality, the St Helena firefighter makes approximately $1,185 per month **_more_** than a Calistoga firefighter, not **_less_**. Further, an under-thirty-year-old healthy potential employee does not care what the premium costs are for a health plan they likely will not use. They do care what will be deducted from their paycheck for health insurance cost-sharing.~~

Note: *PublicPay's firefighter sheet confirms the underlying arithmetic: St. Helena is shown at $9,762 in Base + Cash and $12,597 in Base + Cash + Insurance; Calistoga is shown at $8,877 and $12,609, respectively. The $12 difference is therefore consistent with PublicPay's stated total-compensation method. The dispute is about which metric should control, not an arithmetic error. The claimed Calistoga employee contribution must be verified, and the speculation about what an employee under 30 values should be deleted. (PublicPay Total Compensation, p. 60.)*

Proposed language: The firefighter example should state PublicPay's figures accurately and distinguish employee cash compensation from employer total-compensation cost. Staff should verify the claimed employee contribution and remove speculation regarding employee age or benefit preferences.

<u>Compensation not included in the survey</u>

Several forms of compensation are not included in the survey:

- Car allowances
- Housing allowances
- Performance bonuses

~~Each of these can be significant and add $10,000 to $20,000 cumulatively to annual pay. These additional forms of compensation are mostly provided to the survey's executive group and maybe a few of the survey's middle management group. The Subcommittee will review more information on these forms of compensation that has been requested from City staff.~~

Note: *The $10,000 to $20,000 range is not sourced. It should not be used until staff confirms whether these compensation elements apply, which classifications receive them, their annual value, and whether comparable agencies were treated consistently.*

Proposed language: The Subcommittee has requested staff confirmation of whether these compensation elements apply, which classifications receive them, their annual value, and whether they are treated consistently across the comparator agencies.

Below we review the results by survey group.

Executive Group

This group is comprised of directors and department heads. Please note we did not receive data regarding the city manager's position; we have reiterated this request for full transparency. All positions in this group supervise personnel, some directly at many levels. The executive group is a non-bargaining group. Compensation is determined individually through annual evaluations.

~~The survey results could indicate to the lay person that our executive team is under compensated. However, many factors need to be considered to equalize the comparison, and the survey does not consider a long list of metrics. Depending on the position, the following factors (to name a few) should "adjust" the comparability of survey agencies to St Helena:~~

Note: *State PublicPay's result neutrally before presenting any critique. PublicPay reports the executive group approximately 11.7% below the market median on Base + Cash + Insurance, with material variation by classification. Any proposed adjustment for department size, service complexity, tenure, allowances, or local policy should be validated rather than assumed. (PublicPay Total Compensation, p. 1.)*

Proposed language: PublicPay reports the executive group approximately 11.7% below the market median on Base + Cash + Insurance, with substantial variation by classification. Any adjustment for department size, service complexity, tenure, allowances, or local policy should be validated before the Committee reaches a contrary conclusion.

General Fund Budget	Department Budget	Total employees
Department headcount	Capital Project Budget	Number of firehouses
Number of police stations	Emergency calls	Miles of roads
Acres of parks	Miles of water lines	Miles of sewer lines

~~It is also difficult to line up the position responsibilities and classifications based on titles alone and without referring to detailed position descriptions and detailed position responsibilities. Obviously, it seems reasonable that the Director of Administrative Services (chief accounting and financial manager) would make $3,000 a month less than the comparable position in Santa Rosa.~~

~~That our police and fire chiefs supervising one station each, with far fewer personnel, and at crime or call levels make less than comparable positions in the survey also makes sense. Department Head salaries should be negotiated consistently based on position descriptions and classifications, including responsibilities, experience, education, credentials, and expertise, comparable to neighboring communities. The Subcommittee finds that all executive group positions are reasonably paid (and some potentially more highly paid) on a comparability basis, and therefore do not need anything other than normal annual compensation adjustments—if at all—that fully take into account their other pay and forms of compensation that are not considered in the survey. This is also supported by the longevity of the existing personnel in these positions that span a decade or more in many instances.~~

Note: *The first sentence about difficulty aligning responsibilities is fair. The remainder reaches a pay conclusion without a validated alternative model. PublicPay reports the executive group approximately 11.7% below the market median on total compensation, with position-level variation. Employee tenure is not, by itself, evidence that pay is adequate. (PublicPay Total Compensation, p. 1.)*

Jims note: *Only the Fire Chief has served in an executive position for ten years or more. The other executives have served from a few months to almost four years. The statement that executive tenure spans a decade or more in many instances is therefore factually inaccurate and does not support the compensation conclusion.*

Proposed language: Remove the longevity statement. The Subcommittee asks staff and PublicPay to determine whether selected executive classifications require position-specific review. No conclusion regarding pay adequacy should be drawn until any material methodological concerns are validated and recalculated.

Middle Management Group

This group is also a non-bargaining group with compensation determined individually through annual evaluations. Again, the survey indicates that this group is under compensated. Similar to the executive group, qualitative aspects need to be considered when comparing St Helena positions and classifications to the survey results or individual agencies. Qualitative aspects that may apply (as well as some mentioned above) are:

Note: *PublicPay reports confidential middle management approximately 8.5% below the market median on Base + Cash + Insurance, with substantial variation by classification. Qualitative adjustments may be appropriate, but they must be tested against job descriptions and consultant or staff analysis. (PublicPay Total Compensation, p. 1.)*

Proposed language: PublicPay reports confidential middle management approximately 8.5% below the market median on Base + Cash + Insurance, with substantial variation by classification. Any qualitative adjustment should be referred to staff and PublicPay for validation against the applicable job descriptions.

- Is the position a manager of people or contractors?
- Is the position a non-manager subject expert?
- Does the position work autonomously or do they require significant supervision?
- How many people does the position manage?
- How long have they been in the position?
- Does the position hold a college degree directly related to responsibilities?

- Do they have budget responsibility?

~~Again, it is difficult to line up the position responsibilities on titles alone and without referring to detailed position descriptions and detailed position responsibilities. Obviously, manager positions in St Helena likely have less responsibility and are less complicated than similar positions in e.g., Santa Rosa, Fairfield, Vallejo, City of Napa, etc. Our conclusion is that all middle management group positions are reasonably paid (and some potentially overcompensated based on position description and classification) and do not appear to need anything other than normal annual compensation adjustments—if at all—that fully take into account their other pay that is not considered in the survey. We respectfully recommend that the City should ensure that processes are in place to consider all the qualitative aspects and metrics in the classification and descriptions of positions to appropriately determine fair and reasonable compensation for this group, including private industry compensation comparables.~~

Note: *This reaches a pay conclusion and recommends private-sector comparables without validating either proposition. PublicPay's middle-management results vary significantly by classification. Any additional classification review or use of private-sector data should be framed as a question for staff and PublicPay, not a finding that positions are overcompensated. (PublicPay Total Compensation, p. 1.)*

Proposed language: The Subcommittee asks whether selected middle-management classifications require additional classification review and whether private-sector data would be useful for those specific classifications. No finding of overcompensation should be made without a validated alternative analysis.

SHEA (St Helena Employees Association)

~~This is a group that should be simple to create a comparable compensation scale, because the positions are most likely comparable among public agencies, and do not require management and supervision factors, and are not impacted by other qualitative factors noted above. As discussed above, the comparison negatively impacts St Helena because it includes the three non-comparable cities we noted that inflate compensation, fails to address other noted areas, does not include private industry data for the many positions that align with needs, and improperly addresses insurance benefits. Although it does not impact the positions and classifications noted in this group, it should be noted that not all positions are listed in the survey because of certain bargaining unit impacts (which necessarily reduces transparency) and specifically excludes part-time and temporary positions used by St Helena.~~

Note: *This overstates the simplicity of bargaining-unit classification and repeats unvalidated conclusions about comparator selection and insurance methodology. PublicPay's group average does not establish that every SHEA classification is properly matched or compensated.*

Proposed language: The Subcommittee asks PublicPay and staff to identify any SHEA classifications where job matching, comparator selection, benefit assumptions, or sample size materially affect the result.

~~As can be seen in the SHEA group summary and details, a large majority of positions are within 5% +/- of the average maximum compensation under the five step scale and classification, and in~~

~~aggregate the group is minus .4% of the average. There are equal numbers above plus 5% of the average and minus 5% of average. Subcommittee members' professional experience suggests if pay is within 10% of the competitive metric, it is competitive and thus requires no significant action until the pay differential is closer to 15%. While deferring to the City management's role in collective bargaining and all else being equal, the relevant comparability survey data available to the Subcommittee indicates the SHEA bargaining group classifications and positions receive fair and reasonable pay with no need for significant compensation increases, while supporting annual COLA adjustments with other noted compensation survey aspects also needing to be considered. The City should consider the special impact of no health insurance cost-sharing as part of its annual classification and compensation decision-making.~~

Note: *The 0.4% figure is PublicPay's SHEA median result for Base + Cash + Insurance, not a general conclusion that every position is within 0.4% of market. The no-increase conclusion is a bargaining and policy judgment. Also, unless there is a formal Council action, the report should not state that the City Council has directed this work. Aaron Barak and Paul Dohring requested on December 16, 2025 that the Finance Committee consider high-level compensation-policy guidelines for possible Council review; that is separate from findings on individual classifications or bargaining outcomes. (PublicPay Total Compensation, p. 2.)*

Proposed language: PublicPay's total-compensation summary shows SHEA approximately 0.4% below the market median on Base + Cash + Insurance. Any policy conclusion about future increases should proceed through staff, Council direction, and the meet-and-confer process. Aaron Barak and Paul Dohring previously requested that the Finance Committee consider high-level compensation-policy guidelines for possible Council review; that separate policy discussion should not be confused with findings on individual classifications or bargaining outcomes.

Police and Fire Groups

~~Both groups are represented with agreed upon pay scales. For certain survey reasons, not all positions are presented. For transparency, we encourage all positions to be presented. The compensation survey does not consider certain qualitative and quantitative factors that impact compensation comparisons for these positions. The survey does not take into account numbers of calls, types of calls, and crime statistics, to name a few. Inclusion of the three inappropriate agencies noted earlier have inflated the compensation comparison negatively for St Helena. When annually evaluating compensation and classification of these groups, we respectfully encourage the City Council to review the detailed agency information for more like-kind public agencies more comparable to St Helena's situation for these positions. Based on the data available to the Subcommittee, it appears that these two groups are fairly and reasonably compensated other than reasonably justified COLA adjustments.~~

Note: *PublicPay reports Police approximately 4.3% below and Fire approximately 9.7% below the market median on Base + Cash + Insurance. Those results do not dictate a policy outcome, but they do not support a blanket finding that both groups are adequately compensated and need only COLAs. Any qualitative service metrics should be validated before Council reaches a conclusion. (PublicPay Total Compensation, p. 2.)*

Proposed language: PublicPay reports Police approximately 4.3% below and Fire approximately 9.7% below the market median on Base + Cash + Insurance. Staff and PublicPay should identify whether any qualitative service metrics materially affect those results before Council reaches a policy conclusion.

Other Subcommittee observations and comments

1. ~~The City should implement a cost sharing arrangement for health and related benefits for the executive and middle management groups of at least 10% or a more appropriate 15% of city incurred premium costs beginning in fiscal year 2027.~~

Note: *This is a policy, labor, HR, and fiscal recommendation. It should not be in a Finance Committee fact-finding report unless Council specifically asks for policy options and staff/labor counsel review it first.*

Proposed language: Move this to a separate policy-options memo for staff, City Attorney, labor counsel, and Council review.

~~The City should introduce the same arrangement with bargaining groups that may require a phased implementation over two or three years beginning in fiscal year 2027 to reach 15% cost sharing.~~

Note: *This is a policy, labor, HR, and fiscal recommendation. It should not be in a Finance Committee fact-finding report unless Council specifically asks for policy options and staff/labor counsel review it first.*

Proposed language: Move this to a separate policy-options memo for staff, City Attorney, labor counsel, and Council review.

2. ~~At the same time, the City should adopt an "opt out" policy for health and related benefits paying each employee $300- $500 a month to elect not to be covered by our plans. Other agencies within the survey follow this practice as do many private companies. The results can provide tremendous savings while an employee elects to be covered under a spouse's plan.~~

Note: *This is a policy, labor, HR, and fiscal recommendation. It should not be in a Finance Committee fact-finding report unless Council specifically asks for policy options and staff/labor counsel review it first.*

Proposed language: Move this to a separate policy-options memo for staff, City Attorney, labor counsel, and Council review.

~~Together, once fully implemented, the above changes potentially may save the City $300,000 - $600,000 a year.~~

Note: *This is a policy, labor, HR, and fiscal recommendation. It should not be in a Finance Committee fact-finding report unless Council specifically asks for policy options and staff/labor counsel review it first.*

Proposed language: Move this to a separate policy-options memo for staff, City Attorney, labor counsel, and Council review.

3. ~~The City should expand its recruitment policy and job qualification and classification requirements to allow candidates without government experience and those with private industry only experience for a significant number of the City's current positions.~~

Note: *This is a policy, labor, HR, and fiscal recommendation. It should not be in a Finance Committee fact-finding report unless Council specifically asks for policy options and staff/labor counsel review it first.*

Proposed language: Move this to a separate policy-options memo for staff, City Attorney, labor counsel, and Council review.

4. ~~The City has a large number of part-time positions whereby employees do not qualify for health insurance and other benefits; presumably to save on benefit costs. However anecdotal information suggests this has created a fair amount of turnover which is a hidden cost to the City. The City should review this and consider adjusting, combining, and aligning multiple part-time positions and creating full-time positions.~~

Note: *This is a policy, labor, HR, and fiscal recommendation. It should not be in a Finance Committee fact-finding report unless Council specifically asks for policy options and staff/labor counsel review it first.*

Proposed language: Move this to a separate policy-options memo for staff, City Attorney, labor counsel, and Council review.

Efficiency and Business Transformation Study

~~Our subcommittee provides the following comments in an advisory capacity for the consideration of City Council and City Manager. Our comments are restricted to labor, organization structure, compensation, and related areas and are not associated with the broader systems, processes, and efficiency recommendations as those are addressed elsewhere by the Committee and its subcommittees.~~

Note: *This section leaves the compensation-study fact-review lane and moves into organizational implementation. The City's study webpage states that Council and staff will evaluate implementation strategies. The Finance Committee can summarize consultant recommendations and assess verified fiscal effects, but it should not independently select, sequence, or design organizational, personnel, bargaining, or operational changes. (City of St. Helena, Efficiency and Business Transformation Study webpage.)*

Proposed language: The Finance Committee may summarize Blackberg's recommendations and evaluate verified fiscal effects for the five-year forecast. Selection, sequencing, organizational design, personnel implementation, labor relations, and operational management remain matters for the City Manager, staff, legal and labor review, and Council direction.

~~Often in small organizations, such as a small town like ours, staffing levels do not warrant positions for every different focus or cannot be afforded. As such, efficient organizational structures will require certain positions to wear "multiple hats" or the use of consultants to fill part-time needs that aren't easily combined with other responsibilities where the knowledge and skills are dissimilar.~~

Note: *This is a general management view, not a factual finding from the compensation study or a specific Blackberg recommendation. Remove it from this report or present it separately as a policy proposition.*

Proposed language: Remove from this report or move to a separate policy memo.

~~We fully support the following recommendations from the Efficiency and Business Transformation study found in deliverable 3A: Organizational Structure and Staffing Component, section 5.0 St Helena Staffing, Organization, and Controls. Most of the recommended changes should occur in the near term.~~

Note: *The Committee may accurately summarize Blackberg's independent recommendations and their fiscal implications. It should not convert workshop input into a Blackberg recommendation or endorse implementation choices within a class-and-compensation fact review. Blackberg expressly distinguishes City employee workshop input from its independent analysis and recommendations. (Blackberg 3A, Introduction and §5.1.)*

Proposed language: Summarize only Blackberg's independent recommendations, cite the applicable sections, and ask staff to identify the verified fiscal impacts and implementation status.

~~5.1.1 Financial Analyst. Move the Financial Analyst from Public Works to Administrative Service. The Blackberg report provides many very sound reasons for this recommendation, not the least of which are internal controls, independence, and accountability.~~

Note: *Blackberg expressly recommends moving the Public Works Financial Analyst under Administrative Services for independence, internal controls, and accountability. Keep this only as a neutral summary with a precise citation, not as editorial endorsement. (Blackberg 3A, §5.1.1, p. 44.)*

Proposed language: Blackberg recommends moving the Public Works Financial Analyst under Administrative Services for internal-control, independence, and accountability reasons. (Blackberg 3A, §5.1.1, p. 44.)

~~5.1.2 Community Services Department – Library. Blackberg reports our library staffing, and overall operating costs, are significantly higher than cities our size and observes "this represents a higher-than-average number of staff." See our recommendation below to consider whether to return volunteerism to the library which will result in a lower number of paid staff and reduced budget while fully supporting the library's continued high quality and quantity of service.~~

Note: *Blackberg reports that the Library provides higher-than-average quality and quantity at higher-than-average cost, but states that it did not identify significant staffing, automation, or process efficiencies. It also states that reducing staffing would reduce service quality and quantity. Its primary recommendation is to resolve the Library's uncertainty; its secondary recommendation is to explore revenue sources. Replacing paid staff with volunteers is a separate Subcommittee proposal, not a Blackberg recommendation, and may raise labor issues. (Blackberg 3A, §5.1.2, p. 45.)*

Proposed language: Blackberg found that the Library provides higher-than-average service at higher-than-average cost and did not identify significant staffing efficiencies; reducing staff would reduce service quality and quantity. It recommends resolving uncertainty and exploring revenue sources. Any volunteer-staffing proposal is separate and should be referred to staff, HR, and labor counsel. (Blackberg 3A, §5.1.2, p. 45.)

~~5.1.3 Community Services Department – Broadly. The Efficiency and Business Transformation Study recommends eliminating the Director of Community Services position as it is not well justified. It is noteworthy, this position was only recently added, increasing overall labor costs and furthering budget stress. The incumbent can be transferred to the Director of Parks and Recreation position while the number of Parks and Recreation Department staff is right sized with~~

~~this change. Also, please see below our recommended change that will expand the responsibilities of this director's position.~~

Note: *Blackberg recommends eliminating the Director of Community Services, separating Library and Recreation so each reports to the City Manager, and adding a second Recreation Supervisor. It does not recommend transferring the incumbent, recreating a Director of Parks and Recreation position, or "right-sizing" staff as written here. (Blackberg 3A, §5.1.3, p. 46.)*

Proposed language: Blackberg recommends eliminating the Director of Community Services, separating Library and Recreation so each reports to the City Manager, and adding a second Recreation Supervisor. Remove the transfer, right-sizing, and incumbent-specific language unless staff brings it forward. (Blackberg 3A, §5.1.3, p. 46.)

~~5.1.4 Administrative Services Department. There are many recommendations within this review; personnel, education, experience, process, systems, etc. The near-term essential staffing recommendation is to elevate the department with the hiring a leader who has a degree in accounting, is a CPA, with expert knowledge of accounting software. Hiring such a qualified candidate will provide the opportunity and the ability for the department to then embark on the many recommendations in the study benefiting existing department personnel, the city, and the community.~~

Note: *The dedicated City Accountant recommendation appears in Blackberg's final Deliverable 4 as a Phase 2 recommendation, not as the recommendation stated in this subsection of Deliverable 3A. Blackberg proposes a City Accountant with CPA and accounting-degree qualifications reporting to the Administrative Services Director, together with specified staffing reallocations and estimated fiscal effects. The current wording could be read as calling for a leadership replacement beyond the report. (Blackberg 4, §4.2 and §7.1, p. 18 and following.)*

Proposed language: Blackberg's final Deliverable 4 recommends a Phase 2 City Accountant with CPA and accounting-degree qualifications reporting to the Administrative Services Director. Staff should explain the proposed staffing reallocations, implementation sequence, and net fiscal impact. (Blackberg 4, §4.2 and §7.1.)

~~5.1.5 Community Development Department. We support the observation and recommendation with no further comments.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

~~5.1.6 Fire Department and Police Department. We support the consideration by the City Council of the observation and recommendation. This is a sensitive community issue, given our community's priority for effective and efficient police and fire protection and services. If the recommendation is not supported by the community, the community will need to recognize the costs and impact on the city's budget and potential revenue needs.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

~~5.1.7 City Clerk Department. We support consideration by the City Council of the observation and recommendation with no further comments.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

~~5.1.8 Public Works Department. We support City Council consideration of the observation and recommendations. See comments below regarding transferring the Parks and Trees subdepartment and responsibilities to the Parks and Recreation Department reporting to the Director of Parks and Recreation.~~

Note: *I did not find a Blackberg recommendation transferring Parks and Trees or park-maintenance supervision to Parks and Recreation. Blackberg's Public Works future-state recommendation instead proposes a leaner structure with a Director of Water and Sanitation and separate Capital Improvements and Ongoing Operations branches. The transfer proposed here is an independent Subcommittee organizational recommendation. (Blackberg 3A, §5.1.8.)*

Proposed language: Remove the Parks and Trees transfer from this report or identify it expressly as an independent Subcommittee proposal and refer it to the City Manager and Council for separate organizational review.

~~When considering efficient organizational structures and community satisfaction of service levels, it can be useful to review history especially for a small town like ours. History may provide good examples. As such we offer these recommendations, subject to consideration by the City Council and City management as well as advice from the City's Parks and Recreation Commission:~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

1. ~~Park maintenance supervision should be transferred back to and directly report to the Director of Park and Recreation. In the past park maintenance staff directly reported to the Director of Parks and Recreation; our community was satisfied by and large with park maintenance. This may have many advantages.~~

Note: *This is an independent organizational and personnel recommendation, not a finding from the compensation study or an identified Blackberg recommendation. It should be removed from this report or referred to the City Manager and Council through the implementation process.*

Proposed language: Remove this recommendation from the report or refer it to the City Manager and Council through the Blackberg implementation process.

   a. ~~This may streamline communications to field employees.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

b. ~~There may be more consistency with Park department goals, maintenance, and focus.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

c. ~~As noted in the draft Parks Master Plan, there is no clear understanding the hours of labor being spent on park maintenance and improvements making it especially difficult to understand staffing needs to meet community expectations. This change should clarify that issue.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

d. ~~Organized in this way, it may help the Public Works Director, the City Manager, and the public, better understand the staffing levels needed to match non-management in-field responsibilities and work load. The suggested organizational change will provide clarity for all.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

e. ~~To the limited extent Public Works needs a helping hand from time to time and in case of emergencies and urgencies, Park maintenance would be there to help.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

f. ~~Given the Efficiency and Transformation Study recommendation to eliminate the Director of Community Services position, adding these responsibilities to the Director of Parks and Recreation and reassigning maintenance staff supervision to this position may allow the position to maintain a reasonably similar wage scale.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

2. ~~The library used to be supported with a team of volunteers. While it is our understanding there is a clause within the SHEA bargaining contract eliminating the use of volunteers, the city needs to consider working with the bargaining groups to reinstate the use of volunteers and reduce the need for paid staff. Blackberg's report noted 8 part-time roles for the library~~

~~totaling approximately 75 hours per week with individuals working 4-15 hours per week. The advantages are:~~

Note: *Blackberg expressly clarifies that the eight part-time Library workers are City employees, not volunteers. It does not recommend replacing paid Library staff with volunteers. Any volunteer proposal is a separate management, labor, and service-level issue that requires staff, HR, and labor-counsel review. (Blackberg 3A, Community Services workshop discussion, p. 22; §5.1.2, p. 45.)*

Proposed language: Remove the volunteer-staffing recommendation from this report or refer it separately to staff, HR, labor counsel, and Council for service-level and labor review.

a. ~~This may help our city's budget without reducing the quality or quantity of services. The Blackberg report notes the city "is paying higher than average for that quality and quantity" for library operations.~~

Note: *This statement is not supported by Blackberg. Blackberg says the Library is delivering excellent quality and quantity at higher-than-average cost and that reducing staffing would reduce both the quality and quantity of services. The draft therefore cannot promise budget savings without service reduction. (Blackberg 3A, §5.1.2, p. 45.)*

Proposed language: Remove this statement. Blackberg does not support the claim that Library staffing can be reduced without reducing service quality or quantity.

b. ~~It should give the community member volunteers a feeling of need, satisfaction, and generosity as they support the library and its visitors.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

c. ~~We have a large retiree population that may be looking for volunteer opportunities.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

d. ~~Visitors may again enjoy seeing and receiving help from these volunteer community members.~~

Note: *This is operational, organizational, or labor-related. It belongs with the City Manager, staff, City Attorney, labor counsel, and Council, not in a Finance Committee factual report.*

Proposed language: Remove from this report or refer to staff for separate review.

Reviewer source list

- *PublicPay, Selection of Survey Agencies, Jan. 29, 2026.*
- *PublicPay, St Helena Base Salary Data DRAFT, data effective Dec. 2025, printed Mar. 25, 2026.*
- *PublicPay, St Helena Total Comp Data DRAFT, data effective Dec. 2025, printed Feb. 23, 2026.*

- *Blackberg Group, Efficiency and Business Transformation Study, Deliverable 3A: Organizational Structure and Staffing Component, City of St. Helena, https://www.cityofsthelena.gov/DocumentCenter/View/6149/Deliverable-3A---Organizational-Structure-and-Staffing-Component-PDF.*
- *Blackberg Group, Efficiency and Business Transformation Study, Deliverable 4: Final Report and Recommendations, City of St. Helena, https://www.cityofsthelena.gov/DocumentCenter/View/6153/Deliverable-4---Final-Report-and-Recommendations-PDF.*
- *City of St. Helena, Efficiency and Business Transformation Study webpage, https://www.cityofsthelena.gov/972/Efficiency-and-Business-Transformation-S.*

PublicPay™

January 29, 2026

To: Mandy Kelogg, Administrative Services Director
City of St. Helena

From: Doug Johnson, President/CEO
PublicPay

Subject: Selection of Survey Agencies

The purpose of this memo is to document the final recommended list of survey agencies for the 2025-26 Compensation Study being conducted by PublicPay. The recommended survey agencies are based on established compensation methods, a review of historical practices, and an understanding of the City's policy objectives. This memo report includes additional information and input that responds to comments from stakeholders.

LABOR MARKET SELECTION PARAMETERS

Establishing a defined group of survey employers is a fundamental policy component of most California compensation plans. The use of specific survey employers will typically evolve as a policy by elected officials/managers and/or through the collective bargaining process. The selection of market agencies involves careful consideration of several criteria:

- **Historical Practices** — Over time, an employer may develop some level of continuity regarding labor market comparables for the purposes of conducting compensation surveys. There may be a strong history of surveying a specific set of employers either by agreement or by practice. In some instances, survey agencies can be more formally defined by policy documents or memorandums of understanding.
- **Nature of Services Provided** — In order to ensure comparable jobs are found when conducting a market survey, it is important to utilize employers that provide similar services to the City of St. Helena. Employers who provide similar services are most likely to compete with one another for employees and may have similar organizational and operational characteristics. This factor typically eliminates the use of private sector employers since few comparable jobs exist within these types of employers. The optimal agencies to use in this survey include cities that provide similar municipal services.
- **Geographic Proximity** — Geographic proximity of potential employers is one of the most important factors utilized in identifying an organization's labor market. This factor is particularly useful because it identifies those employers that directly compete with the City of St. Helena to recruit and retain personnel.

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If a sufficient number of comparable agencies exist within close proximity to the City, the defined geographic area may be confined to a reasonable commuting distance and/or an area among surrounding counties.

- **Employer Size** — As a rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. The size of the survey agencies can most easily be measured by population served, expenditures, and revenues. However, we also recognize that a city such as St. Helena will have a much higher service level compared to their census population due to tourism and other factors. Therefore, larger cities may be an important consideration.
- **Economic Similarity** — While there are a number of economic factors that can be compared among cities, the most important factors related to compensation are the relative cost of living and relative labor costs (wages). In some regions, living costs can vary significantly and have an important impact on how potential candidates evaluate compensation. This factor is important if labor market agencies are used beyond the local market.

Since there is often no perfect group of agencies that meet all of these criteria, establishing a universe of comparable employers involves a balancing of these factors. Thus, an ideal market will include both larger and smaller employers, agencies located in higher and lower economic areas, and both local and regional employers. The precise definition of "local" and "regional" requires further analysis of the remaining parameters since it may not be possible to find similar employers in close geographic proximity.

APPLICATION OF FACTORS

Using the criteria outlined previously, PublicPay has analyzed labor market agencies using the following specific criteria:

- **Nature of Services** –We have considered cities with an emphasis on those with Police, Fire, and utility services. As needed, supplemental agencies will be used to ensure sufficient data is collected for the City's library jobs since this service is less common in other cities.
- **Geographic Area** – Normally, the geographic region is defined by surrounding counties and a reasonable driving distance. As a starting point, the consultants analyzed agencies within 60 driving miles of the City. Based on additional input, we have also analyzed driving time.
- **Employer Size** – While employer size is important for some jobs, employer size needs to be balanced against geographic area and economic similarity. We have included larger cities that are based on historical practices, a recognition of the City's larger service size (tourism and other impacts), and consideration that many employees may commute from locations in closer competition to larger cities. In addition, past survey experience indicates that cities with a smaller population have limited job matches due to differences in services and organization structure.
- **Economic Similarity** – The selection of survey agencies should have a balance of economically similar agencies with a mix of equal, lower, and higher economic

areas. For economic similarity, PublicPay relies on indexes published by the Economic Research Institute (ERI) for both cost of living and relative labor costs (wages). Using these indexes, agencies with an index higher than 100 are in a higher economic area while agencies below 100 are in a lower economic area. Overall differences of less than five percent are not significant.

As a starting point, a list of potential cities was established by analyzing cities within 60 driving miles. From these cities, 12 cities were initially identified as comparator agencies for the purpose of collecting comparable market compensation data for the compensation survey. These initial agencies are shown in the table below.

Survey Agency	Population Served	Driving Distance	Total Revenues	Total Expenditures	ERI COL	ERI Wage	Police	Water Dist	WW Coll	Fire	Hist
St. Helena	**5,349**	**0**	**$30.7 Mil**	**$32.5 Mil**	**N/A**	**N/A**	**X**	**X**	**X**	**X**	
Calistoga	5,160	9	$33.6 Mil	$27.3 Mil	N/A	N/A	X	X	X	X	X
Yountville	2,638	9	$21.8 Mil	$16.0 Mil	N/A	N/A		X	X		X
Napa	77,736	18	$293.7 Mil	$263.3 Mil	82.9	100.5	X	X		X	X
Santa Rosa	178,452	24	$534.9 Mil	$495.6 Mil	76.2	100.3	X	X	X	X	X
American Canyon	22,396	28	$59.4 Mil	$58.7 Mil	77.9	100.1	X	X	X		X
Healdsburg	10,972	35	$73.2 Mil	$70.8 Mil	83.4	98.8	X	X	X	X	X
Rohnert Park	44,062	36	$115.3 Mil	$96.9 Mil	75.5	98.9	X	X	X	X	X
Fairfield	120,720	37	$290.6 Mil	$293.1 Mil	67.5	102.1	X	X		X	X
Petaluma	59,094	45	$175.6 Mil	$159.1 Mil	80.6	100.2	X	X	X	X	X
Vacaville	103,181	45	$298.5 Mil	$281.6 Mil	72.1	101.7	X	X	X	X	X
Novato	51,690	46	$76.2 Mil	$65.8 Mil	86.1	107.9	X				X
San Rafael	59,885	52	$172.3 Mil	$160.7 Mil	96.7	108.6	X			X	X

Distance - Google Maps Revenues/Expenditures - CA State Controller; 2023
Population - CA State Dept of Finance 202 Cost of Living/Wage Index - Economic Research Institute; August 2025

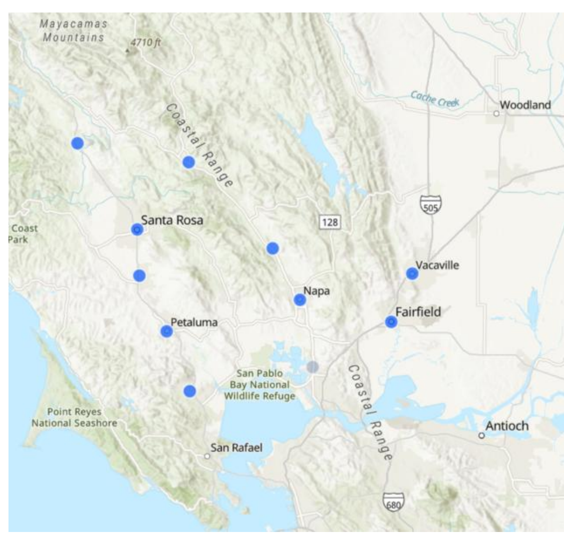
CITY FEEDBACK

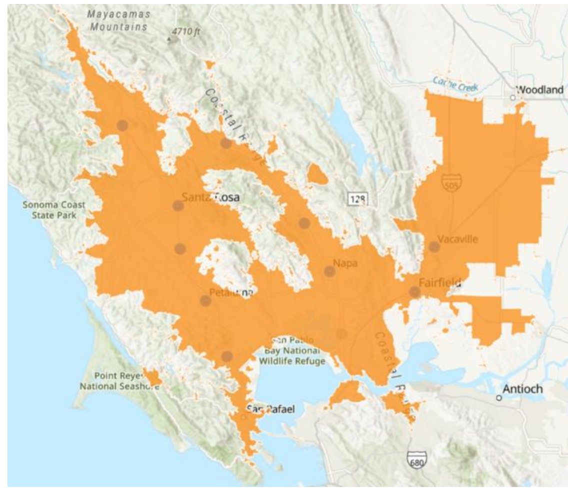
The initially recommended 12 survey agencies were presented and discussed in two City committee meetings. The following summarizes the feedback received and our further analysis in response to such feedback.

Driving Distance

Some committee members expressed an interest in using driving time in addition to driving distance, recognizing that some suggested cities may be more than an hour in commuting time. We have further researched this and have included driving time estimates. However, it is important to consider that fact that commuting distances/time will be dependent on the dispersion of where employees and potential employees live relative to the city employers being considered.

The following map shows 10 of the survey agencies within 50 miles of St. Helena.





If we consider that potential employees may live within 30 minutes of commuting time for any of these 10 cities, the potential labor market expands significantly. This second map shows this expanded market area using an overlay of orange shading (produced using ArcGIS using typical traffic conditions for a morning commute). When we consider the dynamic aspect of where employees may live and commute from, a reasonable survey market exists anywhere within the shaded areas.

Having demonstrated that a broader regional market is appropriate to measure labor market trends, we do recognize that some committee members had concerns about using cities such as San Rafael and Novato while ignoring the more local impacts of cities such as Cotati, Sebastopol, and Winters. Our analysis of these cities is that they have limited job matches and lack some of the services provided by St. Helena. In the alternative, we have reconsidered including the city of Benicia which has police, fire, and library services. Our revised market does not include any cities in Marin County.

Napa County

Committee members expressed interest in adding Napa County as a survey agency. While the mission and emphasis of services for county governments is different than cities, there are job matches that cover the immediate geographic region. Napa County has been added to the survey agencies.

Additional Committee Input

The consultant met with the committee members after providing a revised set of agencies that eliminated the city of San Rafael, added the city of Benicia, and added Napa County. The committee provided additional feedback indicating they preferred a list of market agencies that removes the cities of Benicia, Petaluma, Vacaville, and Novato and added the cities of Winters and Vallejo. Further, they asked that Lake County be added to the data. Based on our analysis, as described below, we have removed Novato, added Vallejo, and added Lake County. The city of Winters does not have a sufficient number of matches for inclusion in the survey. We have kept the cities of Benicia, Petaluma, and Vacaville since they provide job matches for most of the City's services and ensures a statistically sufficient sample of market data.

Recommended Survey Agencies

The consultants completed a thorough review of the committee's requested changes including a detailed review of the potential job matches that may exist in each agency. Our final recommended list of agencies balances the following goals:

- The list of agencies should reflect region within which the City competes, recognizing that this region contains dozens of cities and recognizes the potential employee hiring pools for these cities

- The list of agencies focuses on cities to the south of St. Helena, recognizing that the City's cost of living is much higher relative to all other potential survey agencies north of Marin and San Rafael counties.
- The survey agency should have a sufficient number of job matches to be a productive survey agency. The number of matches are influence by whether an agency has specific services in addition to normal job matching criteria such as organization structure, required qualifications, and position allocations.
- Any compensation adjustments that rely on market data will be subject to meet-and-confer with labor representatives. Labor representatives will typically want to maintain historical survey practices (practices they have previously agreed to) and will likely object to significant changes to the list of labor market agencies.

Based on input from committee members and our further review of potential survey agencies, the following table provides our recommended list of survey agencies. The list of agencies responds to the feedback provided by the committees but also preserves much of the historical list of cities.

Survey Agency	Population Served	Driving Distance	Drive Time	Total Revenues	Total Expenditures	ERI COL	ERI Wage	Police	Water Dist	WW Coll
St. Helena	**5,349**	**0**	**15**	**$37.1 Mil**	**$34.7 Mil**	**100.0**	**100.0**	**X**	**X**	**X**
Calistoga	5,160	9	15	$34.9 Mil	$32.8 Mil	N/A	N/A	X	X	X
Yountville	2,638	9	17	$25.4 Mil	$29.6 Mil	N/A	N/A		X	X
Napa	77,736	18	28	$307.3 Mil	$286.3 Mil	82.9	100.5	X	X	
Santa Rosa	178,452	24	44	$595.7 Mil	$553.8 Mil	76.2	100.3	X	X	X
American Canyon	22,396	28	43	$66.3 Mil	$62.4 Mil	77.9	100.1		X	X
Healdsburg	10,972	32	52	$84.9 Mil	$79.9 Mil	83.4	98.8	X	X	X
Vallejo	122,207	33	0	$339.4 Mil	$288.8 Mil	73.1	101.8	X	X	
Rohnert Park	44,062	36	57	$118.1 Mil	$97.1 Mil	75.5	98.9	X	X	X
Fairfield	120,720	37	55	$322.8 Mil	$316.8 Mil	67.5	102.1	X	X	
Benicia	26,195	40	63	$97.8 Mil	$86.4 Mil	77.5	102.0	X	X	X
Petaluma	59,094	45	64	$183.0 Mil	$182.0 Mil	80.6	100.2	X	X	X
Vacaville	103,181	45	64	$313.9 Mil	$311.8 Mil	72.1	101.7	X	X	X
Napa County	127,451	18	28	$616.7 Mil	$510.5 Mil	82.9	100.5	X		X
Lake County	90,467	55	341	$245.6 Mil	$220.9 Mil	57.2	91.4	X	X	X

Distance - Google Maps
Revenues/Expenditures - CA State Controller; 2024
Population - CA State Dept of Finance 2(
Cost of Living/Wage Index - Economic Research Institute; August 2025

The recommended list of survey agencies achieves a balance of cities in close proximity with cities within a reasonable commuting distance for the region. The list of agencies includes two counties in addition to 12 cities to better understand regional compensation practices in unincorporated areas (areas where many City employees live). All cities are sufficiently large enough to provide an adequate number of job matches. As noted previously, no other survey cities have a cost of living equal to St. Helena, although most are comparable in terms of the labor wages paid by employers within those cities.

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St Helena
Labor Market Summary - Median Total Compensation

Class Title	# of Obs.	Base	Base + Cash	Base + Cash + Insurance
Assistant City Manager	12	-5.3%	-7.1%	-4.8%
Deputy City Manager	7	-18.0%	-23.9%	-20.0%
Director of Administrative Services	13	-10.7%	-13.5%	-12.2%
Director of Community Development	14	2.1%	-4.6%	-3.8%
Director of Community Services	11	-6.1%	-12.3%	-10.4%
Director of Public Works	14	-6.6%	-11.5%	-9.1%
Fire Chief	10	-15.9%	-20.1%	-16.8%
Police Chief	11	-15.9%	-17.8%	-16.6%
Exec Average	**12**	**-9.5%**	**-13.9%**	**-11.7%**
Assistant Director of Administrative Services	3	-6.3%	-8.4%	-4.6%
Assistant Director of Public Works	9	-10.7%	-17.6%	-15.4%
Assistant to the City Manager	3	-9.4%	-13.9%	-8.4%
Chief Building Official	12	1.7%	-4.9%	-4.5%
City Clerk (Program Manager)	12	-2.2%	-4.1%	-2.6%
Deputy Director of Community Services - Library	4	-13.3%	-25.0%	-19.3%
Finance Manager	12	4.5%	-4.8%	-3.7%
Human Resources Manager	10	-12.2%	-16.1%	-12.9%
Lieutenant	12	-10.8%	-22.9%	-18.5%
Management Analyst	14	-4.7%	-8.2%	-4.8%
Program Manager	8	-4.6%	-10.1%	-7.0%
Project Manager	10	11.8%	7.7%	6.7%
Public Works Assistant Operations Manager	10	-25.1%	-32.5%	-23.7%
Public Works Operations Manager	13	-9.9%	-17.7%	-15.3%
Recreation Manager	11	-4.7%	-9.3%	-8.4%
Senior Planner	13	9.5%	8.5%	6.4%
Mid Mgmt Conf Average	**10**	**-5.4%**	**-11.2%**	**-8.5%**
Accounting Technician II	14	2.1%	5.4%	2.9%
Administrative Assistant	14	-6.7%	-8.8%	-4.4%
Administrative Records Assistant	12	-15.7%	-12.5%	-11.6%
Associate Civil Engineer	13	-5.3%	-7.1%	-3.8%
Associate Planner	12	-10.8%	-4.9%	-3.3%
Chief Plant Operator - Water	9	5.7%	9.3%	7.5%
Chief Plant Operator - WW	8	0.9%	1.4%	1.4%
Chief Water Distribution Operator	12	3.5%	6.1%	6.5%
Engineering Technician II	13	1.3%	0.9%	4.8%
Environmental Services Technician II	6	-5.3%	-0.9%	0.4%
Financial Analyst	14	-8.4%	-5.9%	-3.0%
Fire Inspector	9	-0.1%	1.1%	3.9%
Human Resources Analyst	13	-7.9%	-7.1%	-3.8%
Human Resources Technician	11	0.6%	3.9%	2.6%
Librarian II	5	-11.5%	-7.5%	-4.7%
Library Associate II	4	-8.0%	-10.5%	-0.6%
Maintenance Worker II	14	-5.0%	-1.5%	0.5%
Maintenance Worker II - Underground Utilities	13	-12.2%	-9.0%	-3.7%
Permit Technician II	13	-3.6%	1.9%	0.7%
Plant Operator II - Water	11	1.0%	3.0%	3.8%
Plant Operator II - WW	9	-3.5%	-1.9%	-1.3%
Plant Operator III - Water	8	0.1%	2.5%	3.7%

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St Helena
Labor Market Summary - Median Total Compensation

Class Title	# of Obs.	Base	Base + Cash	Base + Cash + Insurance
Plant Operator III - WW	7	-0.2%	2.0%	0.4%
Recreation Supervisor	10	-6.8%	-7.5%	-6.3%
Senior Civil Engineer	11	7.1%	7.1%	7.2%
Underground Utilities Superintendent	12	-20.8%	-14.9%	-9.6%
SHEA Average	**11**	**-4.2%**	**-2.1%**	**-0.4%**
Dispatcher	11	-9.0%	-11.2%	-7.2%
Police Officer	12	-9.4%	-8.2%	-5.8%
Property & Evidence Technician	12	1.7%	5.3%	5.3%
Records Supervisor	10	-1.6%	-7.2%	-4.8%
Sergeant	12	-9.4%	-10.1%	-9.1%
Police Average	**11**	**-5.5%**	**-6.3%**	**-4.3%**
Fire Captain	10	-13.2%	-14.6%	-10.4%
Firefighter	10	-9.1%	-16.8%	-8.9%
Fire Average	**10**	**-11.2%**	**-15.7%**	**-9.7%**
Overall Average	**11**	**-5.7%**	**-7.2%**	**-5.0%**

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St Helena
Assistant City Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Assistant City Manager	$23,978	$250	$480	-$1,199	$23,508	$2,604	inc	inc	$26,112
Benicia	No Comparable Class									
Calistoga	Assistant City Manager	$21,093			-$953	$20,140	$3,511	$198	$23	$23,872
Fairfield	Assist City Manager	$24,247		$2,522		$26,769	$1,850	$112	$14	$28,744
Healdsburg	Assistant City Manager	$20,530	$1,232	$125		$21,887	$2,829	$143	inc	$24,859
Lake County	Assistant County Admin Officer	$17,030	$2,129		-$953	$18,206	$1,500	inc	inc	$19,706
Napa	Assistant City Manager	$21,348		$322	-$961	$20,709	$2,325	$138		$23,172
Napa County	Asst Chief Executive Officer	$25,648		$150		$25,798	$2,517	$130		$28,446
Petaluma	Assistant City Manager	$20,497			-$615	$19,882	$2,757	$182	$15	$22,836
Rohnert Park	Assistant City Manager (ACM)	$18,759				$18,759	$1,737	$105	$15	$20,617
Santa Rosa	Assistant City Manager	$22,298			-$334	$21,964	$2,134	$177	inc	$24,275
Vacaville	Assistant City Manager	$22,418		$1,345	-$112	$23,651	$2,460	$139	$17	$26,267
Vallejo	Assistant City Manager	$21,982		$220	-$953	$21,248	$2,315	$131	$23	$23,717
Yountville	No Comparable Class									
St Helena	Assistant City Manager	$20,581	$515	$200	-$1,159	$20,136	$2,674	$143	$18	$22,972
	Average	**$21,652**				**$21,877**				**$24,385**
	% +/-	**-5.2%**				**-8.6%**				**-6.2%**
	Median	**$21,665**				**$21,568**				**$24,073**
	% +/-	**-5.3%**				**-7.1%**				**-4.8%**
					Median Gain/Loss	-1.8%				2.3%

St Helena
Deputy City Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Deputy City Manager	$21,241	$250	$425	-$1,062	$20,854	$2,604	inc	inc	$23,458
Benicia	Deputy City Manager	$16,303	$1,386	$815		$18,504	$2,591	$203	$22	$21,319
Calistoga	Deputy City Manager	$19,586			-$953	$18,633	$3,511	$198	$23	$22,365
Fairfield	No Comparable Class									
Healdsburg	No Comparable Class									
Lake County	Deputy County Admn Officer II	$11,759	$1,470		-$729	$12,500	$1,500	inc	inc	$14,000
Napa	Deputy City Manager	$18,989		$322	-$855	$18,456	$2,325	$138		$20,919
Napa County	No Comparable Class									
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	No Comparable Class									
Vacaville	Deputy City Manager	$18,121		$1,087	-$91	$19,117	$2,460	$139	$17	$21,734
Vallejo	Special Advisor to CM	$18,228		$182	-$953	$17,457	$2,315	$131	$23	$19,925
Yountville	No Comparable Class									
St Helena	Deputy City Manager	$15,450	$386	$200	-$1,108	$14,929	$2,674	$143	$18	$17,764
	Average	**$17,747**				**$17,932**				**$20,532**
	% +/-	**-14.9%**				**-20.1%**				**-15.6%**
	Median	**$18,228**				**$18,504**				**$21,319**
	% +/-	**-18.0%**				**-23.9%**				**-20.0%**
					Median Gain/Loss	-6.0%				3.9%

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St Helena
Director of Administrative Services

Survey Agency	Comparable Class	Range Max.	Cash Supplements Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Finance Director	$21,980	$250	$440	-$1,099	$21,571	$2,604	inc	inc	$24,175
Benicia	Finance Director	$17,576	$1,494	$879		$19,949	$2,591	$203	$22	$22,764
Calistoga	Administrative Services Director	$19,586			-$953	$18,633	$3,511	$198	$23	$22,365
Fairfield	Director of Finance	$20,669		$2,150		$22,819	$1,850	$112	$14	$24,794
Healdsburg	Finance Director	$17,909	$1,075	$125		$19,109	$2,829	$143	inc	$22,081
Lake County	No Comparable Class									
Napa	Finance Director	$19,091		$322	-$859	$18,554	$2,325	$138		$21,017
Napa County	Auditor-Controller	$22,949		$133		$23,083	$2,517	$130		$25,730
Petaluma	Director of Finance	$19,197			-$576	$18,621	$2,757	$182	$15	$21,574
Rohnert Park	Finance Director/City Treasurer (FDIR)	$16,176				$16,176	$1,737	$105	$15	$18,034
Santa Rosa	Chief Financial Officer	$20,059			-$301	$19,758	$2,134	$177	inc	$22,069
Vacaville	Director of Finance	$18,121		$1,087	-$91	$19,118	$2,460	$139	$17	$21,734
Vallejo	Finance Director	$18,228		$182	-$953	$17,457	$2,315	$131	$23	$19,925
Yountville	Administrative Services Director	$19,321	$2,415	$1,352		$23,089	$2,604	$170	$42	$25,905
St Helena	Director of Administrative Services	$17,344	$434	$200	-$1,127	$16,851	$2,674	$143	$18	$19,686
	Average	**$19,297**				**$19,841**				**$22,474**
	% +/-	**-11.3%**				**-17.7%**				**-14.2%**
	Median	**$19,197**				**$19,118**				**$22,081**
	% +/-	**-10.7%**				**-13.5%**				**-12.2%**
				Median Gain/Loss		-2.8%				1.3%

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St Helena
Director of Community Development

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Community Development Director	$22,103	$250	$442	-$1,105	$21,690	$2,604	inc	inc	$24,294
Benicia	Community Services Director	$16,525	$1,405	$826		$18,755	$2,591	$203	$22	$21,571
Calistoga	Planning & Building Director	$19,586			-$953	$18,633	$3,511	$198	$23	$22,365
Fairfield	Dir of Community Development	$20,669		$2,150		$22,819	$1,850	$112	$14	$24,794
Healdsburg	Community Development Director	$18,435	$1,106	$125		$19,667	$2,829	$143	inc	$22,638
Lake County	Community Development Director	$13,636	$1,705		-$845	$14,495	$1,500	inc	inc	$15,995
Napa	Community Development Director	$20,331		$322	-$915	$19,738	$2,325	$138		$22,201
Napa County	Dir of Plan Bldg & Env Svcs	$23,875		$150		$24,025	$2,517	$130		$26,672
Petaluma	Director of Community Development	$20,855			-$626	$20,230	$2,757	$182	$15	$23,184
Rohnert Park	Director of Development Services (DODS)	$17,420				$17,420	$1,737	$105	$15	$19,278
Santa Rosa	Dir of Planning & Economic Dev	$18,004			-$270	$17,734	$2,134	$177	inc	$20,045
Vacaville	Director of Community Dev	$19,366		$1,162	-$97	$20,431	$2,460	$139	$17	$23,047
Vallejo	Planning and Development Services Director	$18,411		$184	-$953	$17,641	$2,315	$131	$23	$20,110
Yountville	Planning and Building Director	$18,401	$2,300	$1,288		$21,989	$2,604	$170	$42	$24,805
St Helena	Director of Community Development	$19,307	$483	$200	-$1,146	$18,843	$2,674	$143	$18	$21,679
	Average	**$19,116**				**$19,662**				**$22,214**
	% +/-	**1.0%**				**-4.3%**				**-2.5%**
	Median	**$18,901**				**$19,702**				**$22,502**
	% +/-	**2.1%**				**-4.6%**				**-3.8%**
					Median Gain/Loss	-6.7%				0.8%

St Helena
Director of Community Services

Survey Agency	Comparable Class	Range Max.	Cash Supplements			Base + Cash	Insurance Benefits			Base + Cash + Ins.
			Long.	Def. Comp.	Extra EE Pension and SS		Health	Dental	Vision	
American Canyon	Parks & Recreation Director	$19,251	$250	$385	-$963	$18,924	$2,604	inc	inc	$21,528
Benicia	Community Services Director	$16,525	$1,405	$826		$18,755	$2,591	$203	$22	$21,571
Calistoga	Parks & Recreation Director	$19,586			-$953	$18,633	$3,511	$198	$23	$22,365
Fairfield	Dir of Park & Recreation	$20,669		$2,150		$22,819	$1,850	$112	$14	$24,794
Healdsburg	Community Services Director	$17,909	$1,075	$125		$19,109	$2,829	$143	inc	$22,081
Lake County	No Comparable Class									
Napa	Parks And Recreation Director	$20,331		$322	-$915	$19,738	$2,325	$138		$22,201
Napa County	No Comparable Class									
Petaluma	Director of Parks and Recreation	$18,888			-$567	$18,321	$2,757	$182	$15	$21,275
Rohnert Park	Director of Community Services (CSDIR)	$16,176				$16,176	$1,737	$105	$15	$18,034
Santa Rosa	Director of Housing and Community Services	$18,004			-$270	$17,734	$2,134	$177	inc	$20,045
Vacaville	Director of Parks & Recreation	$18,121		$1,087	-$91	$19,118	$2,460	$139	$17	$21,734
Vallejo	No Comparable Class									
Yountville	Parks & Recreation Director	$18,401	$2,300	$1,288		$21,989	$2,604	$170	$42	$24,805
St Helena	Director of Community Services	$17,339	$433	$200	-$1,127	$16,846	$2,674	$143	$18	$19,681
	Average	**$18,533**				**$19,210**				**$21,858**
	% +/-	**-6.9%**				**-14.0%**				**-11.1%**
	Median	**$18,401**				**$18,924**				**$21,734**
	% +/-	**-6.1%**				**-12.3%**				**-10.4%**
					Median Gain/Loss	-6.2%				1.9%

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St Helena
Director of Public Works

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Public Works Director	$21,941	$250	$439	-$1,097	$21,533	$2,604	inc	inc	$24,137
Benicia	Public Works Director	$20,589	$1,750	$1,029		$23,369	$2,591	$203	$22	$26,185
Calistoga	Public Works Director/City Engineer	$19,586			-$953	$18,633	$3,511	$198	$23	$22,365
Fairfield	Director of Public Works	$20,669		$2,150		$22,819	$1,850	$112	$14	$24,794
Healdsburg	Utilities Director	$20,584	$1,235	$125		$21,944	$2,829	$143	inc	$24,916
Lake County	Public Works Director	$15,428	$1,929		-$953	$16,403	$1,500	inc	inc	$17,903
Napa	Public Works Director	$20,331		$322	-$915	$19,738	$2,325	$138		$22,201
Napa County	Director of Public Works	$23,875		$150		$24,025	$2,517	$130		$26,672
Petaluma	Director of Public Works	$20,855			-$626	$20,230	$2,757	$182	$15	$23,184
Rohnert Park	Director of Public Works (DPW)	$17,420				$17,420	$1,737	$105	$15	$19,278
Santa Rosa	Director of Transportation & Public Works	$20,791			-$312	$20,479	$2,134	$177	inc	$22,790
Vacaville	Director of Public Works	$20,627		$1,238	-$103	$21,762	$2,460	$139	$17	$24,378
Vallejo	Public Works Director	$18,411		$184	-$953	$17,641	$2,315	$131	$23	$20,110
Yountville	Public Works Director	$20,000	$2,500	$1,400		$23,900	$2,604	$170	$42	$26,717
St Helena	Director of Public Works	$19,307	$483	$200	-$1,146	$18,843	$2,674	$143	$18	$21,679
	Average	**$20,079**				**$20,707**				**$23,259**
	% +/-	**-4.0%**				**-9.9%**				**-7.3%**
	Median	**$20,587**				**$21,006**				**$23,660**
	% +/-	**-6.6%**				**-11.5%**				**-9.1%**
					Median Gain/Loss	-4.8%				2.3%

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St Helena
Fire Chief

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Fire Chief	$21,193	$1,801	$1,060		$24,054	$2,591	$203	$22	$26,870
Calistoga	Fire Chief	$21,093			-$953	$20,140	$3,511	$198	$23	$23,872
Fairfield	Fire Chief	$24,247		$2,522		$26,769	$1,850	$112	$14	$28,744
Healdsburg	Fire Chief	$19,198	$1,152	$125		$20,475	$2,829	$143	inc	$23,447
Lake County	No Comparable Class									
Napa	Fire Chief	$23,638		$322	-$709	$23,251	$2,325	$138		$25,714
Napa County	No Comparable Class									
Petaluma	Fire Chief	$23,128			-$694	$22,434	$2,757	$182	$15	$25,388
Rohnert Park	Director of Public Safety (SDIR)	$21,305				$21,305	$1,737	$105	$15	$23,163
Santa Rosa	Fire Chief	$23,462			-$352	$23,110	$2,894	$177	inc	$26,180
Vacaville	Fire Chief	$22,652		$1,359		$24,011	$2,460	$139	$17	$26,627
Vallejo	Fire Chief	$23,281		$233		$23,514	$2,315	$131	$23	$25,982
Yountville	No Comparable Class									
St Helena	Fire Chief	$19,753	$494	$200	-$1,151	$19,296	$2,674	$143	$18	$22,131
	Average	**$22,320**				**$22,906**				**$25,599**
	% +/-	**-13.0%**				**-18.7%**				**-15.7%**
	Median	**$22,890**				**$23,180**				**$25,848**
	% +/-	**-15.9%**				**-20.1%**				**-16.8%**
					Median Gain/Loss	-4.3%				3.3%

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St Helena
Police Chief

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Cash Supplements: Def. Comp.	Cash Supplements: Extra EE Pension and SS	Cash Supplements: Base + Cash	Insurance Benefits: Health	Insurance Benefits: Dental	Insurance Benefits: Vision	Insurance Benefits: Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Police Chief	$22,030	$1,873	$1,101	-$307	$24,697	$2,591	$203	$22	$27,513
Calistoga	Police Chief	$21,093			-$953	$20,140	$3,511	$198	$23	$23,872
Fairfield	Police Chief	$24,247		$2,522		$26,769	$1,850	$112	$14	$28,744
Healdsburg	Police Chief	$19,975	$1,199	$125		$21,299	$2,829	$143	inc	$24,271
Lake County	No Comparable Class									
Napa	Police Chief	$23,638		$322	-$709	$23,251	$2,325	$138		$25,714
Napa County	Sheriff - Coroner	$25,059		$133		$25,192	$2,517	$130		$27,840
Petaluma	Police Chief	$23,426			-$703	$22,723	$2,757	$182	$15	$25,677
Rohnert Park	Director of Public Safety (SDIR)	$21,305				$21,305	$1,737	$105	$15	$23,163
Santa Rosa	Police Chief	$23,625			-$354	$23,271	$2,894	$177	inc	$26,341
Vacaville	Chief of Police	$23,174		$1,390		$24,564	$2,460	$139	$17	$27,180
Vallejo	Police Chief	$25,790		$258		$26,048	$2,315	$131	$23	$28,517
Yountville	No Comparable Class									
St Helena	Police Chief	$20,205	$505	$200	-$1,155	$19,755	$2,674	$143	$18	$22,590
	Average	**$23,033**				**$23,569**				**$26,257**
	% +/-	**-14.0%**				**-19.3%**				**-16.2%**
	Median	**$23,426**				**$23,271**				**$26,341**
	% +/-	**-15.9%**				**-17.8%**				**-16.6%**
					Median Gain/Loss	-1.9%				1.2%

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St Helena
Assistant Director of Administrative Services

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	No Comparable Class									
Calistoga	No Comparable Class									
Fairfield	No Comparable Class									
Healdsburg	No Comparable Class									
Lake County	No Comparable Class									
Napa	No Comparable Class									
Napa County	No Comparable Class									
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	Deputy Director of Finance	$15,914			-$239	$15,675	$2,134	$177	inc	$17,986
Vacaville	Assistant Director of Finance	$15,090		$905	-$75	$15,920	$2,460	$139	$17	$18,536
Vallejo	Assistant Finance Director	$16,413		$164	-$953	$15,624	$2,315	$131	$23	$18,092
Yountville	No Comparable Class									
St Helena	Assistant Director of Administrative Services	$14,967	$374	$200	-$1,078	$14,464	$2,674	$143	$18	$17,299
	Average	**$15,805**				**$15,739**				**$18,205**
	% +/-	**-5.6%**				**-8.8%**				**-5.2%**
	Median	**$15,914**				**$15,675**				**$18,092**
	% +/-	**-6.3%**				**-8.4%**				**-4.6%**
					Median Gain/Loss	-2.1%				3.8%

PublicPay™

St Helena

Assistant Director of Public Works

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Assistant Director of Public Works	$16,082	$250	$322	-$804	$15,849	$2,604	inc	inc	$18,453
Benicia	Deputy PW Director	$17,096	$1,453	$427		$18,977	$2,591	$203	$22	$21,792
Calistoga	Deputy Public Works Director	$14,251			-$884	$13,368	$3,511	$198	$23	$17,099
Fairfield	Assist Public Works Director	$18,153		$1,888		$20,041	$1,850	$112	$14	$22,017
Healdsburg	No Comparable Class									
Lake County	No Comparable Class									
Napa	Deputy Public Works Director - Engineering	$18,059		$142	-$813	$17,389	$2,325	$138		$19,851
Napa County	No Comparable Class									
Petaluma	Asst Public Works & Util Director	$17,368	$868		-$695	$17,542	$2,757	$182	$15	$20,495
Rohnert Park	No Comparable Class									
Santa Rosa	No Comparable Class									
Vacaville	Assistant Dir of Pw Maint Div	$17,984		$1,079	-$90	$18,973	$2,460	$139	$17	$21,589
Vallejo	Assistant Public Works Director - Maintenance	$15,692		$157	-$953	$14,895	$2,315	$131	$23	$17,364
Yountville	Deputy Public Works Director	$14,951	$1,869	$1,047		$17,866	$2,604	$170	$42	$20,683
St Helena	Assistant Director of Public Works	$15,441	$386	$200	-$1,108	$14,919	$2,674	$143	$18	$17,755
	Average	**$16,626**				**$17,211**				**$19,927**
	% +/-	**-7.7%**				**-15.4%**				**-12.2%**
	Median	**$17,096**				**$17,542**				**$20,495**
	% +/-	**-10.7%**				**-17.6%**				**-15.4%**
					Median Gain/Loss	-6.9%				2.1%

PublicPay™

St Helena
Assistant to the City Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	No Comparable Class									
Calistoga	No Comparable Class									
Fairfield	Assistant to the City Manager	$13,835		$1,439		$15,274	$1,850	$112	$14	$17,250
Healdsburg	No Comparable Class									
Lake County	No Comparable Class									
Napa	No Comparable Class									
Napa County	No Comparable Class									
Petaluma	Assistant to City Manager	$12,832			-$385	$12,447	$2,757	$182	$15	$15,401
Rohnert Park	No Comparable Class									
Santa Rosa	No Comparable Class									
Vacaville	No Comparable Class									
Vallejo	Assistant to the City Manager	$15,692		$157	-$953	$14,895	$2,315	$131	$23	$17,364
Yountville	No Comparable Class									
St Helena	Assistant to the City Manager	$12,649	$1,265	$75	-$911	$13,078	$2,674	$143	$18	$15,914
	Average	**$14,119**				**$14,205**				**$16,671**
	% +/-	**-11.6%**				**-8.6%**				**-4.8%**
	Median	**$13,835**				**$14,895**				**$17,250**
	% +/-	**-9.4%**				**-13.9%**				**-8.4%**
					Median Gain/Loss	-4.5%				5.5%

PublicPay™

St Helena
Chief Building Official

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Chief Building Official	$13,529	$250	$135	-$676	$13,238	$2,604	inc	inc	$15,842
Benicia	No Comparable Class									
Calistoga	Building Official	$12,926			-$801	$12,125	$3,511	$198	$23	$15,857
Fairfield	Chief Building Official	$15,272		$1,588		$16,860	$1,850	$112	$14	$18,836
Healdsburg	Building Official	$13,416	$805	$133		$14,354	$2,829	$143	inc	$17,326
Lake County	Chief Building Official	$11,192	$1,399		-$694	$11,897	$1,500	inc	inc	$13,397
Napa	Chief Building Official	$15,834		$142	-$713	$15,263	$2,325	$138		$17,726
Napa County	Chief Building Official	$16,210		$150		$16,360	$2,517	$130		$19,008
Petaluma	Chief Bldg Official	$14,329	$716		-$573	$14,473	$2,757	$182	$15	$17,426
Rohnert Park	Building Division Manager/Building Official	$12,953				$12,953	$1,737	$105	$15	$14,810
Santa Rosa	Chief Building Official	$15,914			-$239	$15,675	$2,435	$177	inc	$18,286
Vacaville	Chief Building Official	$13,702		$822	-$69	$14,456	$2,460	$139	$17	$17,072
Vallejo	Chief Building Official	$16,088			-$953	$15,135	$2,315	$131	$23	$17,604
Yountville	No Comparable Class									
St Helena	Chief Building Official	$14,261	$357	$200	-$1,027	$13,791	$2,674	$143	$18	$16,626
	Average	**$14,280**				**$14,399**				**$16,933**
	% +/-	**-0.1%**				**-4.4%**				**-1.8%**
	Median	**$14,016**				**$14,464**				**$17,376**
	% +/-	**1.7%**				**-4.9%**				**-4.5%**
					Median Gain/Loss	-6.6%				0.4%

PublicPay™

St Helena
City Clerk (Program Manager)

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	City Clerk	$12,257	$250	$245	-$613	$12,139	$2,604	inc	inc	$14,743
Benicia	No Comparable Class									
Calistoga	City Clerk	$12,017			-$745	$11,272	$3,511	$198	$23	$15,004
Fairfield	Dep City Clk/Mgr City Council	$10,287		$1,070		$11,357	$1,850	$112	$14	$13,333
Healdsburg	City Clerk/Public Information Officer	$13,894	$834	$133		$14,861	$2,829	$143	inc	$17,833
Lake County	No Comparable Class									
Napa	City Clerk	$14,207		$1,322	-$639	$14,890	$2,325	$138		$17,353
Napa County	Communication and PIO	$14,023		$150		$14,173	$2,517	$130		$16,820
Petaluma	City Clerk	$14,290			-$429	$13,861	$2,757	$182	$15	$16,815
Rohnert Park	City Clerk (CCLERK)	$10,897				$10,897	$1,737	$105	$15	$12,754
Santa Rosa	City Clerk	$12,868			-$193	$12,675	$2,134	$177	inc	$14,986
Vacaville	Public Relations Manager	$13,532		$812	-$68	$14,277	$2,460	$139	$17	$16,893
Vallejo	City Clerk	$13,747		$137	-$852	$13,032	$2,315	$131	$23	$15,500
Yountville	Communications Director/Town Clerk	$16,630	$2,079	$1,164		$19,873	$2,604	$170	$42	$22,689
St Helena	City Clerk (Program Manager)	$13,345	$334	$200	-$961	$12,918	$2,674	$143	$18	$15,753
	Average	**$13,221**				**$13,609**				**$16,227**
	% +/-	**0.9%**				**-5.3%**				**-3.0%**
	Median	**$13,639**				**$13,446**				**$16,158**
	% +/-	**-2.2%**				**-4.1%**				**-2.6%**
					Median Gain/Loss	-1.9%				1.5%

PublicPay™

St Helena
Deputy Director of Community Services - Library

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Library Superintendent	$15,964	$1,357	$798		$18,119	$2,591	$203	$22	$20,935
Calistoga	No Comparable Class									
Fairfield	No Comparable Class									
Healdsburg	No Comparable Class									
Lake County	No Comparable Class									
Napa	No Comparable Class									
Napa County	Director of Library Services	$19,486		$150		$19,636	$2,517	$130		$22,284
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	No Comparable Class									
Vacaville	No Comparable Class									
Vallejo	No Comparable Class									
Yountville	No Comparable Class									
Marin County	Assistant Director Library Public Services	$16,500				$16,500	$2,388	inc	inc	$18,888
Solano County	Assistant Director of Library Services	$15,106				$15,106				$15,106
Woodland	No Comparable Class									
St Helena	Deputy Director of Community Services - Librar	$14,323	$358	$200	-$1,031	$13,850	$2,674	$143	$18	$16,685
	Average	**$16,764**				**$17,340**				**$19,303**
	% +/-	**-17.0%**				**-25.2%**				**-15.7%**
	Median	**$16,232**				**$17,309**				**$19,911**
	% +/-	**-13.3%**				**-25.0%**				**-19.3%**
				Median Gain/Loss		-11.7%				5.6%

PublicPay™

St Helena
Finance Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Finance Manager	$14,933	$250	$299	-$747	$14,735	$2,604	inc	inc	$17,340
Benicia	Accounting Manager	$13,585	$1,155	$340		$15,079	$2,591	$203	$22	$17,895
Calistoga	No Comparable Class									
Fairfield	Financial Services Manager	$14,536		$1,512		$16,048	$1,850	$112	$14	$18,023
Healdsburg	Finance Manager	$13,072	$784	$133		$13,990	$2,829	$143	inc	$16,962
Lake County	Assistant Auditor-Controller	$11,192	$1,399		-$694	$11,897	$1,500	inc	inc	$13,397
Napa	Deputy Finance Director	$16,541		$142	-$744	$15,939	$2,325	$138		$18,401
Napa County	Deputy Auditor-Controller	$15,444		$150		$15,594	$2,517	$130		$18,241
Petaluma	Finance & Accounting Manager	$12,633	$632		-$505	$12,759	$2,757	$182	$15	$15,713
Rohnert Park	Finance Manager (FMGR)	$12,953				$12,953	$1,737	$105	$15	$14,810
Santa Rosa	Supervising Accountant	$11,704			-$176	$11,528	$2,435	$177	inc	$14,139
Vacaville	Accounting Manager	$13,532		$812	-$68	$14,277	$2,460	$139	$17	$16,893
Vallejo	Finance Manager	$12,565			-$779	$11,786	$2,315	$131	$23	$14,255
Yountville	No Comparable Class									
St Helena	Finance Manager	$13,935	$348	$200	-$1,003	$13,480	$2,674	$143	$18	$16,315
	Average	**$13,557**				**$13,882**				**$16,339**
	% +/-	**2.7%**				**-3.0%**				**-0.1%**
	Median	**$13,302**				**$14,133**				**$16,927**
	% +/-	**4.5%**				**-4.8%**				**-3.7%**
					Median Gain/Loss	-9.4%				1.1%

St Helena

Human Resources Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Cash Supplements: Def. Comp.	Cash Supplements: Extra EE Pension and SS	Cash Supplements: Base + Cash	Insurance Benefits: Health	Insurance Benefits: Dental	Insurance Benefits: Vision	Insurance Benefits: Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Human Resources Manager	$14,985	$1,274	$375		$16,633	$2,591	$203	$22	$19,449
Calistoga	Human Resources Manager	$12,309			-$763	$11,546	$3,511	$198	$23	$15,278
Fairfield	Human Resources Manager	$14,536		$1,512		$16,048	$1,850	$112	$14	$18,023
Healdsburg	Chief Human Resources Officer	$13,726	$824	$125		$14,674	$2,829	$143	inc	$17,646
Lake County	Deputy Human Resources Directo	$11,759	$1,470		-$729	$12,500	$1,500	inc	inc	$14,000
Napa	Human Resources Manager	$15,063		$142	-$678	$14,527	$2,325	$138		$16,990
Napa County	No Comparable Class									
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	Deputy Director of Human Resources	$15,914			-$239	$15,675	$2,134	$177	inc	$17,986
Vacaville	Human Resources Manager	$13,833		$830	-$69	$14,594	$2,460	$139	$17	$17,210
Vallejo	Human Resources Program Manager	$14,669		$147	-$909	$13,906	$2,315	$131	$23	$16,375
Yountville	Deputy Director HR & IT	$14,951	$1,869	$1,047		$17,866	$2,604	$170	$42	$20,683
St Helena	Human Resources Manager	$13,015	$325	$200	-$937	$12,603	$2,674	$143	$18	$15,439
	Average	**$14,174**				**$14,797**				**$17,364**
	% +/-	**-8.9%**				**-17.4%**				**-12.5%**
	Median	**$14,602**				**$14,634**				**$17,428**
	% +/-	**-12.2%**				**-16.1%**				**-12.9%**
					Median Gain/Loss	-3.9%				3.2%

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St Helena
Lieutenant

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Police Lieutenant	$17,498	$300		-$244	$17,554	$2,591	$203	$22	$20,370
Calistoga	Police Lieutenant	$14,963		$748	-$928	$14,783	$3,511	$198	$23	$18,515
Fairfield	Police Lieutenant	$18,496		$1,110		$19,606	$1,850	$111	$14	$21,580
Healdsburg	Police Lieutenant	$15,969	$958	$133		$17,060	$2,829	$143	inc	$20,032
Lake County	Lieutenant	$9,438	$1,180		-$585	$10,033	$2,282	$87	$19	$12,420
Napa	Police Lieutenant	$18,459			-$554	$17,906	$2,325	$138		$20,368
Napa County	Lieutenant	$17,011		$150		$17,161	$2,517	$130		$19,808
Petaluma	Police Lieutenant	$16,051	$1,605		-$482	$17,174	$2,757	$182	$13	$20,126
Rohnert Park	Public Safety Lieutenant (LIEU)	$14,392				$14,392	$1,737	$105	$15	$16,250
Santa Rosa	Police Lieutenant	$18,216		$91		$18,307	$2,894	$177	inc	$21,378
Vacaville	Police Lieutenant	$16,160		$162		$16,322	$2,460	$139	$17	$18,938
Vallejo	Police Lieutenant	$15,609				$15,609	$2,170	$131	$23	$17,933
Yountville	No Comparable Class									
St Helena	Lieutenant	$14,531	$363	$200	-$1,046	$14,048	$2,674	$143	$18	$16,883
	Average	**$16,022**				**$16,326**				**$18,976**
	% +/-	**-10.3%**				**-16.2%**				**-12.4%**
	Median	**$16,105**				**$17,111**				**$19,920**
	% +/-	**-10.8%**				**-21.8%**				**-18.0%**
					Median Gain/Loss	-11.0%				3.8%

St Helena
Management Analyst

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Management Analyst II	$11,666	$250	$233	-$583	$11,566	$2,604	inc	inc	$14,170
Benicia	Management Analyst II	$9,037	$678	$54		$9,769	$2,591	$203	$22	$12,584
Calistoga	Management Analyst II	$10,901			-$676	$10,225	$3,511	$198	$23	$13,957
Fairfield	Management Analyst II	$10,287		$1,070		$11,357	$1,850	$112	$14	$13,333
Healdsburg	Administrative Analyst II	$9,894	$594	$133		$10,621	$2,829	$143	inc	$13,592
Lake County	Admin Analyst II	$7,355	$919		-$456	$7,818	$1,500	inc	inc	$9,318
Napa	Management Analyst II	$10,896		$142	-$490	$10,548	$2,325	$138		$13,011
Napa County	Management Analyst II	$11,563		$150		$11,713	$2,517	$130		$14,360
Petaluma	Management Analyst II	$9,712	$486		-$388	$9,809	$2,757	$182	$15	$12,763
Rohnert Park	Management Analyst II (MANA2)	$9,631				$9,631	$1,737	$105	$15	$11,489
Santa Rosa	Administrative Analyst	$10,525			-$158	$10,367	$2,435	$177	inc	$12,979
Vacaville	Management Analyst II	$10,023		$601	-$50	$10,574	$2,460	$139	$17	$13,190
Vallejo	Administrative Analyst II	$10,576			-$656	$9,921	$2,315	$131	$23	$12,389
Yountville	Management Analyst II	$11,921	$1,490	$834		$14,246	$2,604	$170	$42	$17,062
St Helena	Management Analyst	$9,935	$248	$200	-$715	$9,668	$2,674	$143	$18	$12,503
	Average	**$10,285**				**$10,583**				**$13,157**
	% +/-	**-3.5%**				**-9.5%**				**-5.2%**
	Median	**$10,406**				**$10,458**				**$13,100**
	% +/-	**-4.7%**				**-8.2%**				**-4.8%**
					Median Gain/Loss	-3.4%				3.4%

St Helena
Program Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	No Comparable Class									
Calistoga	No Comparable Class									
Fairfield	Public Information Officer	$11,930		$1,241		$13,171	$1,850	$112	$14	$15,146
Healdsburg	City Clerk/Public Information Officer	$13,894	$834	$133		$14,861	$2,829	$143	inc	$17,833
Lake County	No Comparable Class									
Napa	Community Relations And Media Manager	$13,119		$142	-$590	$12,670	$2,325	$138		$15,133
Napa County	Communication and PIO	$14,023		$150		$14,173	$2,517	$130		$16,820
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	Comm & Intergov Rel Officer	$15,024			-$225	$14,798	$2,134	$177	inc	$17,110
Vacaville	Public Relations Manager	$13,532		$812	-$68	$14,277	$2,460	$139	$17	$16,893
Vallejo	Communications and Public Information Officer	$14,669		$147	-$909	$13,906	$2,315	$131	$23	$16,375
Yountville	Communications Director/Town Clerk	$16,630	$2,079	$1,164		$19,873	$2,604	$170	$42	$22,689
St Helena	Program Manager	$13,345	$334	$200	-$961	$12,918	$2,674	$143	$18	$15,753
	Average	**$14,103**				**$14,716**				**$17,250**
	% +/-	**-5.7%**				**-13.9%**				**-9.5%**
	Median	**$13,958**				**$14,225**				**$16,856**
	% +/-	**-4.6%**				**-10.1%**				**-7.0%**
					Median Gain/Loss	-5.5%				3.1%

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St Helena
Project Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Capital Projects Coordinator	$10,833	$250	$108	-$542	$10,650	$2,604	inc	inc	$13,254
Benicia	Project Manager	$13,493	$1,147	$337		$14,978	$2,591	$203	$22	$17,793
Calistoga	No Comparable Class									
Fairfield	Program Manager	$13,169		$1,370		$14,539	$1,850	$112	$14	$16,514
Healdsburg	Project Manager	$10,696	$642	$133		$11,471	$2,829	$143	inc	$14,443
Lake County	Capital Project Manager	$8,743	$1,093		-$542	$9,294	$1,500	inc	inc	$10,794
Napa	No Comparable Class									
Napa County	Project Manager	$11,563		$150		$11,713	$2,517	$130		$14,360
Petaluma	Project Manager II	$11,088	$554		-$444	$11,199	$2,757	$182	$15	$14,153
Rohnert Park	Project Manager (PMCD)	$10,631				$10,631	$1,737	$105	$15	$12,489
Santa Rosa	Project Manager	$11,794			-$295	$11,499	$2,435	$177	inc	$14,111
Vacaville	Program Manager	$13,532		$812	-$68	$14,277	$2,460	$139	$17	$16,893
Vallejo	No Comparable Class									
Yountville	No Comparable Class									
St Helena	Project Manager	$12,848	$321	$200	-$925	$12,444	$2,674	$143	$18	$15,280
	Average	**$11,554**				**$12,025**				**$14,480**
	% +/-	**10.1%**				**3.4%**				**5.2%**
	Median	**$11,326**				**$11,485**				**$14,257**
	% +/-	**11.8%**				**7.7%**				**6.7%**
					Median Gain/Loss	-4.1%				-1.0%

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St Helena
Public Works Assistant Operations Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Wastewater Operations Manager	$14,214	$250	$142	-$711	$13,895	$2,604	inc	inc	$16,500
Benicia	No Comparable Class									
Calistoga	Utilities Systems Superintendent	$13,398			-$831	$12,567	$3,511	$198	$23	$16,299
Fairfield	Water Treatment Manager	$14,536		$1,512		$16,048	$1,850	$112	$14	$18,023
Healdsburg	Water and WW Operations Superintendent (IV)	$14,458	$867	$133		$15,459	$2,829	$143	inc	$18,431
Lake County	Deputy Public Works Direct I	$11,471	$1,434		-$711	$12,194	$1,500	inc	inc	$13,694
Napa	Water Treatment Manager (V)	$14,882		$142	-$670	$14,355	$2,325	$138		$16,817
Napa County	No Comparable Class									
Petaluma	Deputy Dir of Environmental Svs	$16,234	$812		-$649	$16,397	$2,757	$182	$15	$19,350
Rohnert Park	No Comparable Class									
Santa Rosa	Dep Dir Water & Sewer Operat	$15,914			-$239	$15,675	$2,435	$177	inc	$18,286
Vacaville	Utilities Oper & Maint Manager	$14,850		$891	-$74	$15,666	$2,460	$139	$17	$18,282
Vallejo	Assistant Maintenance Superintendent	$12,255			-$760	$11,495	$2,315	$131	$23	$13,964
Yountville	No Comparable Class									
St Helena	Public Works Assistant Operations Manager	$11,592	$290	$200	-$835	$11,247	$2,674	$143	$18	$14,083
	Average	**$14,221**				**$14,375**				**$16,965**
	% +/-	**-22.7%**				**-27.8%**				**-20.5%**
	Median	**$14,497**				**$14,907**				**$17,420**
	% +/-	**-25.1%**				**-32.5%**				**-23.7%**
					Median Gain/Loss	-7.5%				8.8%

PublicPay™

St Helena
Public Works Operations Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Public Works Superintendent	$13,199	$250	$132	-$660	$12,921	$2,604	inc	inc	$15,525
Benicia	Public Works Maint Supt	$14,769	$1,255	$369		$16,394	$2,591	$203	$22	$19,210
Calistoga	Maintenance Superintendent	$11,970			-$742	$11,228	$3,511	$198	$23	$14,960
Fairfield	Public Works Operatns Superint	$15,272		$1,588		$16,860	$1,850	$112	$14	$18,836
Healdsburg	Utilities Maintenance Superintendent	$13,686	$821	$133		$14,641	$2,829	$143	inc	$17,613
Lake County	Deputy Public Works Direct II	$12,662	$1,583		-$785	$13,460	$1,500	inc	inc	$14,960
Napa	Public Works Operations Manager	$15,850		$142	-$713	$15,279	$2,325	$138		$17,742
Napa County	Dep Dir Pw-Gen Services	$17,011		$150		$17,161	$2,517	$130		$19,808
Petaluma	Operations Manager	$14,125	$706		-$565	$14,266	$2,757	$182	$15	$17,220
Rohnert Park	PW Operations Manager - General Services (P\	$12,329				$12,329	$1,737	$105	$15	$14,186
Santa Rosa	Deputy Director Field Services	$15,914			-$239	$15,675	$2,435	$177	inc	$18,286
Vacaville	Deputy Director of Pw	$16,692		$1,001	-$83	$17,610	$2,460	$139	$17	$20,226
Vallejo	No Comparable Class									
Yountville	PW Manager	$11,921	$1,490	$834		$14,246	$2,604	$170	$42	$17,062
St Helena	Public Works Operations Manager	$12,848	$321	$200	-$925	$12,444	$2,674	$143	$18	$15,280
	Average	**$14,262**				**$14,775**				**$17,356**
	% +/-	**-11.0%**				**-18.7%**				**-13.6%**
	Median	**$14,125**				**$14,641**				**$17,613**
	% +/-	**-9.9%**				**-17.7%**				**-15.3%**
				Median Gain/Loss		-7.7%				2.4%

PublicPay

St Helena
Recreation Manager

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Recreation Manager	$10,833	$250	$217	-$542	$10,758	$2,604	inc	inc	$13,362
Benicia	Recreation Manager	$10,287	$874	$257		$11,419	$2,591	$203	$22	$14,234
Calistoga	Recreation Manager	$12,309			-$763	$11,546	$3,511	$198	$23	$15,278
Fairfield	Park & Rec Manager	$12,534		$1,304		$13,838	$1,850	$112	$14	$15,813
Healdsburg	Recreation Manager	$11,552	$693	$133		$12,378	$2,829	$143	inc	$15,350
Lake County	No Comparable Class									
Napa	Recreation Manager	$14,299		$142	-$643	$13,797	$2,325	$138		$16,260
Napa County	No Comparable Class									
Petaluma	Deputy Dir Parks & Recreation	$13,768	$688		-$551	$13,906	$2,757	$182	$15	$16,859
Rohnert Park	Recreation Manager (CSMG)	$10,631				$10,631	$1,737	$105	$15	$12,489
Santa Rosa	Recreation Superintendent	$12,222			-$183	$12,039	$2,435	$177	inc	$14,650
Vacaville	Recreation Manager	$13,335		$800	-$67	$14,068	$2,460	$139	$17	$16,684
Vallejo	No Comparable Class									
Yountville	Recreation Manager	$10,564	$1,320	$739		$12,623	$2,604	$170	$42	$15,440
St Helena	Recreation Manager	$11,675	$292	$200	-$841	$11,326	$2,674	$143	$18	$14,162
	Average	**$12,030**				**$12,455**				**$15,129**
	% +/-	**-3.0%**				**-10.0%**				**-6.8%**
	Median	**$12,222**				**$12,378**				**$15,350**
	% +/-	**-4.7%**				**-9.3%**				**-8.4%**
					Median Gain/Loss	-4.6%				0.9%

PublicPay

St Helena
Senior Planner

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Senior Planner	$11,381	$250	$114	-$569	$11,176	$2,604	inc	inc	$13,780
Benicia	Senior Planner	$10,804	$810	$54		$11,669	$2,591	$203	$22	$14,485
Calistoga	Senior Planner	$11,725			-$727	$10,998	$3,511	$198	$23	$14,730
Fairfield	Planner Senior	$11,355		$1,181		$12,536	$1,850	$112	$14	$14,512
Healdsburg	Senior Planner	$13,072	$784	$133		$13,990	$2,829	$143	inc	$16,962
Lake County	Planner, Senior	$8,743	$1,093		-$542	$9,294	$1,500	inc	inc	$10,794
Napa	Senior Planner	$12,247		$142	-$551	$11,838	$2,325	$138		$14,301
Napa County	Planner III	$11,851		$67		$11,917	$2,517	$130		$14,565
Petaluma	Senior Planner	$10,695	$535		-$428	$10,802	$2,757	$182	$15	$13,755
Rohnert Park	Senior Planner (SRPL)	$10,631				$10,631	$1,737	$105	$15	$12,489
Santa Rosa	Senior Planner	$11,684			-$292	$11,391	$2,435	$177	inc	$14,003
Vacaville	Sr Planner	$11,631		$698	-$58	$12,271	$2,460	$139	$17	$14,887
Vallejo	Senior Planner	$11,687			-$725	$10,963	$2,315	$131	$23	$13,431
Yountville	No Comparable Class									
St Helena	Senior Planner	$12,848	$321	$200	-$925	$12,444	$2,674	$143	$18	$15,280
	Average	**$11,347**				**$11,498**				**$14,053**
	% +/-	**11.7%**				**7.6%**				**8.0%**
	Median	**$11,631**				**$11,391**				**$14,301**
	% +/-	**9.5%**				**8.5%**				**6.4%**
					Median Gain/Loss	-1.0%				-2.1%

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St Helena
Lieutenant

			Cash Supplements						**Insurance Benefits**			
Survey Agency	**Comparable Class**	**Range Max.**	**Long.**	**Uniform**	**Educ/ POST**	**Def. Comp.**	**Extra EE Pension and SS**	**Base + Cash**	**Health**	**Dental**	**Vision**	**Base + Cash + Ins.**
American Canyon	No Comparable Class											
Benicia	Police Lieutenant	$17,498	$300	$150	$525		-$244	$18,229	$2,591	$203	$22	$21,045
Calistoga	Police Lieutenant	$14,963		$83		$748	-$928	$14,867	$3,511	$198	$23	$18,599
Fairfield	Police Lieutenant	$18,496		$104		$1,110		$19,710	$1,850	$111	$14	$21,685
Healdsburg	Police Lieutenant	$15,969	$958			$133		$17,060	$2,829	$143	inc	$20,032
Lake County	Lieutenant	$9,438	$1,180	$125	$944		-$585	$11,101	$2,282	$87	$19	$13,488
Napa	Police Lieutenant	$18,459		$78	$1,084		-$554	$19,067	$2,325	$138		$21,530
Napa County	Lieutenant	$17,011				$150		$17,161	$2,517	$130		$19,808
Petaluma	Police Lieutenant	$16,051	$1,605		$803		-$482	$17,977	$2,757	$182	$13	$20,928
Rohnert Park	Public Safety Lieutenant (LIEU)	$14,392		$90	$1,223			$15,705	$1,737	$105	$15	$17,563
Santa Rosa	Police Lieutenant	$18,216		$92	$2,004	$91		$20,403	$2,894	$177	inc	$23,473
Vacaville	Police Lieutenant	$16,160		$88	$1,212	$162		$17,621	$2,460	$139	$17	$20,237
Vallejo	Police Lieutenant	$15,609		$95	$780			$16,485	$2,170	$131	$23	$18,809
Yountville	No Comparable Class											
St Helena	Lieutenant	$14,531	$363	$104		$200	-$1,046	$14,152	$2,674	$143	$18	$16,988
	Average	**$16,022**						**$17,116**				**$19,766**
	% +/-	**-10.3%**						**-20.9%**				**-16.4%**
	Median	**$16,105**						**$17,391**				**$20,135**
	% +/-	**-10.8%**						**-22.9%**				**-18.5%**
							Median Gain/Loss	-12.1%				4.4%

PublicPay™

St Helena

Accounting Technician II

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Accounting Technician	$7,859	$250		-$393	$7,716	$2,604	inc	inc	$10,320
Benicia	Accounting Technician	$6,966	$697	$54		$7,717	$2,591	$203	$22	$10,532
Calistoga	Senior Accounting Assistant	$7,108			-$441	$6,667	$3,511	$198	$23	$10,399
Fairfield	Accounting Assistant Senior	$6,760	$51	$75		$6,886	$2,384	$111	$14	$9,395
Healdsburg	Accounting Assistant II	$6,432	$515	$133		$7,080	$2,829	$143	inc	$10,052
Lake County	Accounting Technician	$4,600	$575		-$285	$4,890	$1,500	inc	inc	$6,390
Napa	Accounting Technician	$7,884		$83	-$355	$7,613	$2,325	$138		$10,076
Napa County	Accounting Technician	$7,925		$67		$7,991	$2,517	$130		$10,639
Petaluma	Accounting Technician	$7,088	$354		-$284	$7,158	$2,757	$182	$15	$10,112
Rohnert Park	Accounting Technician II (ACTC2)	$6,816				$6,816	$1,737	$105	$15	$8,674
Santa Rosa	Accounting Technician	$7,565			-$189	$7,375	$2,435	$177	inc	$9,987
Vacaville	Finance Assistant II	$6,035		$60		$6,095	$2,460	$139	$17	$8,711
Vallejo	Accounting Technician	$7,223			-$448	$6,775	$2,315	$131	$23	$9,244
Yountville	Accounting Technician II	$8,360	$1,045	$585		$9,990	$2,604	$170	$42	$12,806
St Helena	Accounting Technician II	$7,248	$725	$75	-$522	$7,526	$2,674	$143	$18	$10,361
	Average	**$7,044**				**$7,198**				**$9,810**
	% +/-	**2.8%**				**4.4%**				**5.3%**
	Median	**$7,098**				**$7,119**				**$10,064**
	% +/-	**2.1%**				**5.4%**				**2.9%**
					Median Gain/Loss	3.3%				-2.5%

PublicPay™

St Helena
Administrative Assistant

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Administrative Technician	$7,667	$250		-$383	$7,533	$2,604	inc	inc	$10,137
Benicia	Executive Asst To Police Chief	$6,979	$523	$54		$7,556	$2,591	$203	$22	$10,372
Calistoga	Administrative Assistant	$6,769			-$420	$6,349	$3,511	$198	$23	$10,081
Fairfield	Administrative Assistant	$7,648	$57	$75		$7,780	$2,384	$111	$14	$10,290
Healdsburg	Administrative Technician	$8,249	$660	$133		$9,042	$2,829	$143	inc	$12,014
Lake County	Administrative Assistant	$4,378	$547		-$271	$4,654	$1,500	inc	inc	$6,154
Napa	Administrative Assistant	$9,253		$142	-$416	$8,978	$2,325	$138		$11,441
Napa County	Administrative Secretary II	$7,972		$67		$8,038	$2,517	$130		$10,686
Petaluma	Administrative Assistant	$6,294	$315		-$252	$6,357	$2,757	$182	$15	$9,310
Rohnert Park	Administrative Assistant II (ADAS2)	$6,488				$6,488	$1,737	$105	$15	$8,345
Santa Rosa	Senior Administrative Assistant	$6,372			-$159	$6,213	$2,435	$177	inc	$8,824
Vacaville	Admin Technician II	$6,712		$67		$6,779	$2,460	$139	$17	$9,395
Vallejo	Executive Secretary Conf	$7,858			-$487	$7,370	$2,315	$131	$23	$9,839
Yountville	Administrative Assistant II	$7,093	$887	$497		$8,476	$2,604	$170	$42	$11,292
St Helena	Administrative Assistant	$6,592	$659	$75	-$475	$6,852	$2,674	$143	$18	$9,687
	Average	**$7,124**				**$7,258**				**$9,870**
	% +/-	**-8.1%**				**-5.9%**				**-1.9%**
	Median	**$7,036**				**$7,452**				**$10,109**
	% +/-	**-6.7%**				**-8.8%**				**-4.4%**
					Median Gain/Loss	-2.0%				4.4%

PublicPay™

St Helena
Administrative Records Assistant

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Deputy City Clerk	$10,060	$250	$201	-$503	$10,008	$2,604	inc	inc	$12,613
Benicia	Deputy City Clerk	$9,037	$678	$54		$9,769	$2,591	$203	$22	$12,584
Calistoga	Deputy City Clerk	$9,646			-$598	$9,048	$3,511	$198	$23	$12,780
Fairfield	Dep City Clk/Mgr City Council	$10,287		$1,070		$11,357	$1,850	$112	$14	$13,333
Healdsburg	Deputy City Clerk	$8,947	$537	$133		$9,617	$2,829	$143	inc	$12,589
Lake County	No Comparable Class									
Napa	Deputy City Clerk	$10,749		$142	-$484	$10,407	$2,325	$138		$12,870
Napa County	Dep Clerk of the Brd Clrk II	$8,644		$67		$8,711	$2,517	$130		$11,358
Petaluma	Deputy City Clerk Conf	$8,214	$411		-$329	$8,296	$2,757	$182	$15	$11,250
Rohnert Park	Deputy City Clerk (DCC)	$7,524				$7,524	$1,737	$105	$15	$9,381
Santa Rosa	Deputy City Clerk	$8,521			-$213	$8,308	$2,435	$177	inc	$10,920
Vacaville	Deputy City Clerk (C)	$7,942		$477	-$40	$8,379	$2,460	$139	$17	$10,995
Vallejo	Contracts and Records Technician	$7,858			-$487	$7,370	$2,315	$131	$23	$9,839
Yountville	No Comparable Class									
St Helena	Administrative Records Assistant	$7,605	$761	$75	-$548	$7,893	$2,674	$143	$18	$10,728
	Average	**$8,952**				**$9,066**				**$11,709**
	% +/-	**-17.7%**				**-14.9%**				**-9.1%**
	Median	**$8,795**				**$8,879**				**$11,971**
	% +/-	**-15.7%**				**-12.5%**				**-11.6%**
					Median Gain/Loss	3.2%				0.9%

PublicPay™

St Helena
Associate Civil Engineer

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Engineer III	$11,958	$250	$120	-$598	$11,730	$2,604	inc	inc	$14,334
Benicia	Associate Civil Engineer	$11,648	$874	$54		$12,576	$2,591	$203	$22	$15,392
Calistoga	Associate Civil Engineer	$11,166			-$692	$10,474	$3,511	$198	$23	$14,206
Fairfield	Associate Civil Engineer	$11,639		$1,210		$12,849	$1,850	$112	$14	$14,825
Healdsburg	Associate Civil Engineer	$11,259	$676	$133		$12,068	$2,829	$143	inc	$15,040
Lake County	Associate Civil Engineer	$9,415	$1,177		-$584	$10,009	$1,500	inc	inc	$11,509
Napa	Associate Civil Engineer	$12,763		$142	-$574	$12,331	$2,325	$138		$14,794
Napa County	Associate Civil Engineer	$12,915		$67		$12,982	$2,517	$130		$15,629
Petaluma	Associate Civil Engineer	$12,145	$607		-$486	$12,267	$2,757	$182	$15	$15,221
Rohnert Park	Associate Engineer (CIVE)	$11,169				$11,169	$1,737	$105	$15	$13,027
Santa Rosa	Associate Civil Engineer	$13,532			-$338	$13,194	$2,435	$177	inc	$15,805
Vacaville	Associate Civil/Traff Engineer	$12,367		$742	-$62	$13,047	$2,460	$139	$17	$15,663
Vallejo	Associate Civil Engineer	$11,550			-$716	$10,834	$2,315	$131	$23	$13,303
Yountville	No Comparable Class									
St Helena	Associate Civil Engineer	$11,065	$1,107	$75	-$797	$11,450	$2,674	$143	$18	$14,285
	Average	**$11,810**				**$11,964**				**$14,519**
	% +/-	**-6.7%**				**-4.5%**				**-1.6%**
	Median	**$11,648**				**$12,267**				**$14,825**
	% +/-	**-5.3%**				**-7.1%**				**-3.8%**
					Median Gain/Loss	-1.9%				3.4%

St Helena
Associate Planner

			Cash Supplements				Insurance Benefits			
Survey Agency	**Comparable Class**	**Range Max.**	**Long.**	**Def. Comp.**	**Extra EE Pension and SS**	**Base + Cash**	**Health**	**Dental**	**Vision**	**Base + Cash + Ins.**
American Canyon	Associate Planner	$10,312	$250		-$516	$10,046	$2,604	inc	inc	$12,650
Benicia	Associate Planner	$9,395	$705	$54		$10,154	$2,591	$203	$22	$12,969
Calistoga	Associate Planner	$10,654			-$661	$9,993	$3,511	$198	$23	$13,725
Fairfield	Associate Planner	$10,287		$1,070		$11,357	$1,850	$112	$14	$13,333
Healdsburg	No Comparable Class									
Lake County	Planner, Associate	$8,119	$1,015		-$503	$8,630	$1,500	inc	inc	$10,130
Napa	Associate Planner	$10,650		$142	-$479	$10,312	$2,325	$138		$12,775
Napa County	Planner II	$10,358		$67		$10,425	$2,517	$130		$13,072
Petaluma	No Comparable Class									
Rohnert Park	Associate Planner (PLNR2)	$9,167				$9,167	$1,737	$105	$15	$11,025
Santa Rosa	City Planner	$10,619			-$265	$10,353	$2,435	$177	inc	$12,964
Vacaville	Associate Planner	$8,684		$87		$8,770	$2,460	$139	$17	$11,386
Vallejo	Associate Planner	$8,820			-$547	$8,273	$2,315	$131	$23	$10,742
Yountville	Associate Planner	$11,470	$1,434	$803		$13,707	$2,604	$170	$42	$16,523
St Helena	Associate Planner	$9,293	$929	$75	-$669	$9,628	$2,674	$143	$18	$12,464
	Average	**$9,878**				**$10,099**				**$12,608**
	% +/-	**-6.3%**				**-4.9%**				**-1.2%**
	Median	**$10,299**				**$10,100**				**$12,870**
	% +/-	**-10.8%**				**-4.9%**				**-3.3%**
					Median Gain/Loss	5.9%				1.6%

PublicPay™

St Helena
Chief Plant Operator - Water

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Chief Plant Operator	$11,381	$250	$114	-$569	$11,176	$2,604	inc	inc	$13,780
Benicia	Water Plant Supervisor	$12,285	$921	$54		$13,261	$2,591	$203	$22	$16,076
Calistoga	Chief Plant Operator	$10,967			-$680	$10,287	$3,511	$198	$23	$14,019
Fairfield	Water Plant Operator IV	$10,807	$81	$75		$10,963	$2,384	$111	$14	$13,473
Healdsburg	Water Operations Foreman	$11,231	$898	$133		$12,263	$2,829	$143	inc	$15,235
Lake County	Utility Area Superintendent	$8,961	$1,120		-$556	$9,526	$1,500	inc	inc	$11,026
Napa	Advanced Water Treatment Operator	$11,122		$83	-$500	$10,704	$2,325	$138		$13,167
Napa County	No Comparable Class									
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	No Comparable Class									
Vacaville	Chief Plant Operator - Water	$12,378		$743	-$62	$13,059	$2,460	$139	$17	$15,675
Vallejo	Water Treatment Plant Supervisor	$12,449			-$772	$11,677	$2,315	$131	$23	$14,146
Yountville	No Comparable Class									
St Helena	Chief Plant Operator - Water	$11,908	$1,191	$75	-$857	$12,316	$2,674	$143	$18	$15,152
	Average	**$11,287**				**$11,435**				**$14,066**
	% +/-	**5.2%**				**7.2%**				**7.2%**
	Median	**$11,231**				**$11,176**				**$14,019**
	% +/-	**5.7%**				**9.3%**				**7.5%**
					Median Gain/Loss	3.6%				-1.8%

PublicPay™

St Helena
Chief Plant Operator - WW

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Chief Plant Operator	$11,381	$250	$114	-$569	$11,176	$2,604	inc	inc	$13,780
Benicia	Wastewater Plant Supervisor	$12,285	$921	$54		$13,261	$2,591	$203	$22	$16,076
Calistoga	Chief Plant Operator	$10,967			-$680	$10,287	$3,511	$198	$23	$14,019
Fairfield	No Comparable Class									
Healdsburg	Wastewater Operations Foreman	$11,231	$898	$133		$12,263	$2,829	$143	inc	$15,235
Lake County	Utility Area Superintendent	$8,961	$1,120		-$556	$9,526	$1,500	inc	inc	$11,026
Napa	No Comparable Class									
Napa County	No Comparable Class									
Petaluma	Water Recycl Plant Ops Supv (V)	$14,163	$708		-$567	$14,305	$2,757	$182	$15	$17,258
Rohnert Park	No Comparable Class									
Santa Rosa	Wastewater Treatment Supervisor	$12,210			-$183	$12,027	$2,435	$177	inc	$14,638
Vacaville	Chief Plnt Operator-Wastewater	$13,564		$814	-$68	$14,311	$2,460	$139	$17	$16,927
Vallejo	No Comparable Class									
Yountville	No Comparable Class									
St Helena	Chief Plant Operator - WW	$11,908	$1,191	$75	-$857	$12,316	$2,674	$143	$18	$15,152
	Average	**$11,845**				**$12,144**				**$14,870**
	% +/-	**0.5%**				**1.4%**				**1.9%**
	Median	**$11,796**				**$12,145**				**$14,936**
	% +/-	**0.9%**				**1.4%**				**1.4%**
					Median Gain/Loss	0.5%				0.0%

PublicPay™

St Helena
Chief Water Distribution Operator

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Maintenance Supervisor	$9,575	$250	$96	-$479	$9,442	$2,604	inc	inc	$12,046
Benicia	Field Utilities Streets Sup	$12,285	$921	$54		$13,261	$2,591	$203	$22	$16,076
Calistoga	No Comparable Class									
Fairfield	Water Distribution Manager	$13,498		$1,404		$14,902	$1,850	$112	$14	$16,878
Healdsburg	Utility Maintenance Foreman	$8,290	$663	$133		$9,087	$2,829	$143	inc	$12,059
Lake County	Utility Area Superintendent	$8,961	$1,120		-$556	$9,526	$1,500	inc	inc	$11,026
Napa	Water Distribution Supervisor	$11,155		$83	-$502	$10,736	$2,325	$138		$13,199
Napa County	No Comparable Class									
Petaluma	Utility Supervisor	$10,450	$523		-$418	$10,555	$2,757	$182	$15	$13,509
Rohnert Park	PW Operations Manager - Utilities (PWOMU)	$12,953				$12,953	$1,737	$105	$15	$14,810
Santa Rosa	Utility System Supervisor	$10,880			-$163	$10,716	$2,435	$177	inc	$13,328
Vacaville	PW Superintendent	$13,702		$822	-$69	$14,456	$2,460	$139	$17	$17,072
Vallejo	Assistant Water Superintendent - Treatment	$13,208			-$819	$12,389	$2,315	$131	$23	$14,858
Yountville	Utilities Operations Supervisor	$11,835	$1,479	$828		$14,143	$2,604	$170	$42	$16,959
St Helena	Chief Water Distribution Operator	$11,908	$1,191	$75	-$857	$12,316	$2,674	$143	$18	$15,152
	Average	**$11,399**				**$11,847**				**$14,318**
	% +/-	**4.3%**				**3.8%**				**5.5%**
	Median	**$11,495**				**$11,563**				**$14,159**
	% +/-	**3.5%**				**6.1%**				**6.5%**
					Median Gain/Loss	2.7%				0.4%

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St Helena
Engineering Technician II

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Engineering Technician	$8,674				$8,674				$8,674
Benicia	Engineering Technician II	$8,045	$805	$54		$8,904	$2,591	$203	$22	$11,720
Calistoga	No Comparable Class									
Fairfield	Engineering Technician II	$8,236	$62	$75		$8,373	$2,384	$111	$14	$10,882
Healdsburg	Engineering Technician	$8,249	$660	$133		$9,042	$2,829	$143	inc	$12,014
Lake County	Engineering Technician II	$6,037	$755		-$374	$6,418	$1,500	inc	inc	$7,918
Napa	Engineering Assistant	$10,443		$83	-$470	$10,057	$2,325	$138		$12,519
Napa County	Engineering Technician III	$9,634		$67		$9,701	$2,517	$130		$12,348
Petaluma	Engineering Tech II	$7,720	$386		-$309	$7,797	$2,757	$182	$15	$10,751
Rohnert Park	Engineering Technician II (EGT2)	$7,340				$7,340	$1,737	$105	$15	$9,198
Santa Rosa	Civil Engineering Tech II	$8,018			-$200	$7,818	$2,435	$177	inc	$10,429
Vacaville	Engineering Technician II	$6,957		$70		$7,027	$2,460	$139	$17	$9,643
Vallejo	Engineering Technician II	$8,184			-$507	$7,676	$2,315	$131	$23	$10,145
Yountville	Engineering Technician	$7,841	$980	$549		$9,370	$2,604	$170	$42	$12,186
St Helena	Engineering Technician II	$8,149	$815	$75	-$587	$8,452	$2,674	$143	$18	$11,288
	Average	**$8,106**				**$8,323**				**$10,648**
	% +/-	**0.5%**				**1.5%**				**5.7%**
	Median	**$8,045**				**$8,373**				**$10,751**
	% +/-	**1.3%**				**0.9%**				**4.8%**
					Median Gain/Loss	-0.3%				3.8%

PublicPay™

St Helena
Environmental Services Technician II

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Environmental Specialist III	$9,341	$250		-$467	$9,124	$2,604	inc	inc	$11,728
Benicia	No Comparable Class									
Calistoga	No Comparable Class									
Fairfield	No Comparable Class									
Healdsburg	Utility Conservation Analyst	$10,121	$810	$133		$11,064	$2,829	$143	inc	$14,036
Lake County	No Comparable Class									
Napa	Water Resources Analyst	$10,896		$142	-$490	$10,548	$2,325	$138		$13,011
Napa County	No Comparable Class									
Petaluma	Environmental Services Tech	$8,741	$437		-$350	$8,829	$2,757	$182	$15	$11,782
Rohnert Park	No Comparable Class									
Santa Rosa	Environmental Compliance Inspector II	$8,669			-$217	$8,452	$2,435	$177	inc	$11,064
Vacaville	Enviro Compliance Insp II	$8,877		$89		$8,966	$2,460	$139	$17	$11,582
Vallejo	No Comparable Class									
Yountville	No Comparable Class									
St Helena	Environmental Services Technician II	$8,647	$865	$75	-$623	$8,964	$2,674	$143	$18	$11,800
	Average	**$9,441**				**$9,497**				**$12,200**
	% +/-	**-9.2%**				**-5.9%**				**-3.4%**
	Median	**$9,109**				**$9,045**				**$11,755**
	% +/-	**-5.3%**				**-0.9%**				**0.4%**
					Median Gain/Loss	4.4%				1.3%

PublicPay™

St Helena
Financial Analyst

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Management Analyst II	$11,666	$250	$233	-$583	$11,566	$2,604	inc	inc	$14,170
Benicia	Management Analyst II	$9,037	$678	$54		$9,769	$2,591	$203	$22	$12,584
Calistoga	Management Analyst II	$10,901			-$676	$10,225	$3,511	$198	$23	$13,957
Fairfield	Budget Analyst II	$10,287		$1,070		$11,357	$1,850	$112	$14	$13,333
Healdsburg	Administrative Analyst II	$9,894	$594	$133		$10,621	$2,829	$143	inc	$13,592
Lake County	Admin Analyst II	$7,355	$919		-$456	$7,818	$1,500	inc	inc	$9,318
Napa	Budget Analyst II	$10,896		$142	-$490	$10,548	$2,325	$138		$13,011
Napa County	Management Analyst II	$11,563		$150		$11,713	$2,517	$130		$14,360
Petaluma	Finance Analyst	$9,838	$492		-$394	$9,937	$2,757	$182	$15	$12,891
Rohnert Park	Management Analyst II (MANA2)	$9,631				$9,631	$1,737	$105	$15	$11,489
Santa Rosa	Financial Analyst	$10,722			-$161	$10,561	$2,435	$177	inc	$13,173
Vacaville	Financial Analyst	$10,023		$601	-$50	$10,574	$2,460	$139	$17	$13,190
Vallejo	Administrative Analyst II	$10,576			-$656	$9,921	$2,315	$131	$23	$12,389
Yountville	Management Analyst II	$11,921	$1,490	$834		$14,246	$2,604	$170	$42	$17,062
St Helena	Financial Analyst	$9,621	$962	$75	-$693	$9,965	$2,674	$143	$18	$12,801
	Average	**$10,308**				**$10,606**				**$13,180**
	% +/-	**-7.1%**				**-6.4%**				**-3.0%**
	Median	**$10,432**				**$10,554**				**$13,181**
	% +/-	**-8.4%**				**-5.9%**				**-3.0%**
				Median Gain/Loss		2.5%				2.9%

PublicPay™

St Helena
Fire Inspector

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Fire Prevention Inspector II	$9,215	$922	$54		$10,191	$2,591	$203	$22	$13,007
Calistoga	No Comparable Class									
Fairfield	Fire Inspector II	$8,653	$65	$75		$8,793	$2,384	$111	$14	$11,302
Healdsburg	Fire Inspector	$10,907	$873			$11,780	$2,829	$143	inc	$14,751
Lake County	No Comparable Class									
Napa	Fire Prevention Inspector II	$9,793		$83	-$441	$9,435	$2,325	$138		$11,898
Napa County	No Comparable Class									
Petaluma	Fire Inspector	$10,490	$1,049			$11,539	$2,757	$182	$13	$14,491
Rohnert Park	Fire Inspector (FINS)	$7,712				$7,712	$1,737	$105	$15	$9,570
Santa Rosa	Fire Inspector	$11,653	$233		-$175	$11,711	$2,894	$177	inc	$14,781
Vacaville	Fire Plans Examiner/Inspector	$8,957		$90		$9,046	$2,460	$139	$17	$11,663
Vallejo	Fire Prevention Inspector	$8,184			-$507	$7,676	$2,315	$131	$23	$10,145
Yountville	No Comparable Class									
St Helena	Fire Inspector	$9,208	$921	$75	-$663	$9,541	$2,674	$143	$18	$12,376
	Average	**$9,507**				**$9,765**				**$12,401**
	% +/-	**-3.2%**				**-2.3%**				**-0.2%**
	Median	**$9,215**				**$9,435**				**$11,898**
	% +/-	**-0.1%**				**1.1%**				**3.9%**
					Median Gain/Loss	1.2%				2.8%

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St Helena
Human Resources Analyst

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Human Resources Officer II	$12,257	$250	$245	-$613	$12,139	$2,604	inc	inc	$14,743
Benicia	Human Resources Analyst II	$9,004	$675	$54		$9,734	$2,591	$203	$22	$12,549
Calistoga	No Comparable Class									
Fairfield	Human Resources Analyst II	$10,287		$1,070		$11,357	$1,850	$112	$14	$13,333
Healdsburg	Human Resources Analyst	$10,607	$636	$133		$11,377	$2,829	$143	inc	$14,349
Lake County	Human Resources Analyst II	$7,538	$942		-$467	$8,013	$1,500	inc	inc	$9,513
Napa	Management Analyst II	$10,896		$142	-$490	$10,548	$2,325	$138		$13,011
Napa County	Human Resources Analyst II	$11,017		$150		$11,167	$2,517	$130		$13,814
Petaluma	Human Resources Analyst II	$9,823	$491		-$393	$9,921	$2,757	$182	$15	$12,875
Rohnert Park	Human Resources Analyst (HRA)	$9,631				$9,631	$1,737	$105	$15	$11,489
Santa Rosa	Human Resources Analyst	$11,174			-$168	$11,006	$2,134	$177	inc	$13,318
Vacaville	HR Analyst II	$10,023		$601	-$50	$10,574	$2,460	$139	$17	$13,190
Vallejo	Personnel Analyst II	$10,576			-$656	$9,921	$2,315	$131	$23	$12,389
Yountville	Human Resources Analyst	$9,808	$1,226	$687		$11,720	$2,604	$170	$42	$14,536
St Helena	Human Resources Analyst	$9,534	$953	$75	-$686	$9,876	$2,674	$143	$18	$12,711
	Average	**$10,203**				**$10,547**				**$13,008**
	% +/-	**-7.0%**				**-6.8%**				**-2.3%**
	Median	**$10,287**				**$10,574**				**$13,190**
	% +/-	**-7.9%**				**-7.1%**				**-3.8%**
					Median Gain/Loss	0.8%				3.3%

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St Helena
Human Resources Technician

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Human Resources Technician	$7,119	$250	$142	-$356	$7,155	$2,604	inc	inc	$9,759
Benicia	Human Resources Technician	$6,384	$479	$54		$6,917	$2,591	$203	$22	$9,732
Calistoga	Administrative Services Technician	$7,281			-$451	$6,829	$3,511	$198	$23	$10,561
Fairfield	Human Resources Technician II	$7,648		$306		$7,954	$2,384	$111	$14	$10,464
Healdsburg	No Comparable Class									
Lake County	Human Resources Technician II	$5,469	$684		-$339	$5,813	$1,500	inc	inc	$7,313
Napa	No Comparable Class									
Napa County	Human Resources Assistant	$9,093		$67		$9,160	$2,517	$130		$11,807
Petaluma	Human Res Specialist Conf	$8,145	$407		-$326	$8,226	$2,757	$182	$15	$11,180
Rohnert Park	Human Resources Technician (HRT)	$6,987				$6,987	$1,737	$105	$15	$8,844
Santa Rosa	Human Resources Technician	$8,109		$61	-$122	$8,048	$2,134	$177	inc	$10,359
Vacaville	HR Technician II	$7,011		$421	-$35	$7,397	$2,460	$139	$17	$10,013
Vallejo	Personnel Technician	$7,129			-$442	$6,687	$2,315	$131	$23	$9,155
Yountville	No Comparable Class									
St Helena	Human Resources Technician	$7,172	$717	$75	-$516	$7,448	$2,674	$143	$18	$10,283
	Average	**$7,307**				**$7,379**				**$9,926**
	% +/-	**-1.9%**				**0.9%**				**3.5%**
	Median	**$7,129**				**$7,155**				**$10,013**
	% +/-	**0.6%**				**3.9%**				**2.6%**
					Median Gain/Loss	3.3%				-1.3%

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St Helena
Librarian II

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Librarian II	$7,632	$649	$191		$8,471	$2,591	$203	$22	$11,287
Calistoga	No Comparable Class									
Fairfield	No Comparable Class									
Healdsburg	No Comparable Class									
Lake County	No Comparable Class									
Napa	No Comparable Class									
Napa County	Librarian II	$9,422		$67		$9,489	$2,517	$130		$12,136
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	No Comparable Class									
Vacaville	No Comparable Class									
Vallejo	No Comparable Class									
Yountville	No Comparable Class									
Marin County	Librarian II	$8,535				$8,535	$2,388	inc	inc	$10,923
Solano County	Librarian	$7,663	$958	$11	-$475	$8,157	$2,365	$99	$12	$10,633
Woodland	Library Program Manager II	$9,471	$67	$95		$9,632	$2,464	$143	$5	$12,244
St Helena	Librarian II	$7,653	$765	$75	-$551	$7,942	$2,674	$143	$18	$10,778
	Average	**$8,545**				**$8,857**				**$11,445**
	% +/-	**-11.7%**				**-11.5%**				**-6.2%**
	Median	**$8,535**				**$8,535**				**$11,287**
	% +/-	**-11.5%**				**-7.5%**				**-4.7%**
				Median Gain/Loss		4.1%				2.7%

St Helena
Library Associate II

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	No Comparable Class									
Calistoga	No Comparable Class									
Fairfield	No Comparable Class									
Healdsburg	No Comparable Class									
Lake County	No Comparable Class									
Napa	No Comparable Class									
Napa County	Library Associate II	$8,285		$67		$8,352	$2,517	$130		$10,999
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	No Comparable Class									
Vacaville	No Comparable Class									
Vallejo	No Comparable Class									
Yountville	No Comparable Class									
Marin County	Library Technical Assistant II	$6,637				$6,637	$2,388	inc	inc	$9,025
Solano County	Library Associate	$6,633	$829	$11	-$411	$7,062	$2,365	$99	$12	$9,538
Woodland	Library Technical Assistant II	$4,907	$67	$49			$2,464	$143	$5	$2,612
St Helena	Library Associate II	$6,143	$614	$75	-$442	$6,390	$2,674	$143	$18	$9,225
	Average	**$6,616**				**$7,350**				**$8,044**
	% +/-	**-7.7%**				**-15.0%**				**12.8%**
	Median	**$6,635**				**$7,062**				**$9,282**
	% +/-	**-8.0%**				**-10.5%**				**-0.6%**
					Median Gain/Loss	-2.5%				9.9%

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St Helena

Maintenance Worker II

			Cash Supplements				**Insurance Benefits**			
Survey Agency	**Comparable Class**	**Range Max.**	**Long.**	**Def. Comp.**	**Extra EE Pension and SS**	**Base + Cash**	**Health**	**Dental**	**Vision**	**Base + Cash + Ins.**
American Canyon	Maintenance Worker III	$7,667	$250		-$383	$7,533	$2,604	inc	inc	$10,137
Benicia	Field Utilities Streets Jrny	$7,614	$761	$54		$8,430	$2,591	$203	$22	$11,246
Calistoga	Maintenance Technician II	$6,974			-$432	$6,542	$3,511	$198	$23	$10,274
Fairfield	Utility Worker II	$6,929	$52	$75		$7,056	$2,384	$111	$14	$9,566
Healdsburg	Utility Worker II	$7,503	$600	$133		$8,237	$2,829	$143	inc	$11,209
Lake County	Utility Worker II	$6,188	$774		-$384	$6,578	$1,500	inc	inc	$8,078
Napa	Street Maintenance Worker II	$7,219		$83	-$325	$6,977	$2,325	$138		$9,440
Napa County	Road Maintenance Worker II	$6,985		$67		$7,052	$2,517	$130		$9,699
Petaluma	Street Mntce Worker II	$6,677	$334		-$267	$6,744	$2,757	$182	$15	$9,697
Rohnert Park	Maintenance Worker II (MW2)	$6,918				$6,918	$1,737	$105	$15	$8,776
Santa Rosa	Skilled Maintenance Worker	$6,800			-$102	$6,698	$2,134	$177	inc	$9,009
Vacaville	Maintenance Wkr II-Strs	$7,350		$73		$7,423	$2,460	$139	$17	$10,039
Vallejo	Public Works Maintenance Worker II	$5,930			-$368	$5,562	$2,315	$131	$23	$8,031
Yountville	Maintenance Worker II	$7,627	$953	$534		$9,114	$2,604	$170	$42	$11,931
St Helena	Maintenance Worker II	$6,648	$665	$75	-$479	$6,909	$2,674	$143	$18	$9,745
	Average	**$7,027**				**$7,205**				**$9,795**
	% +/-	**-5.7%**				**-4.3%**				**-0.5%**
	Median	**$6,980**				**$7,015**				**$9,698**
	% +/-	**-5.0%**				**-1.5%**				**0.5%**
				Median Gain/Loss		3.5%				2.0%

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St Helena
Maintenance Worker II - Underground Utilities

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Maintenance Worker III	$7,667	$250		-$383	$7,533	$2,604	inc	inc	$10,137
Benicia	Field Utilities Streets Jrny	$7,614	$761	$54		$8,430	$2,591	$203	$22	$11,246
Calistoga	Maintenance Technician II	$6,974			-$432	$6,542	$3,511	$198	$23	$10,274
Fairfield	Water Distribution Operator II	$7,461	$56	$75		$7,592	$2,384	$111	$14	$10,102
Healdsburg	Utility Worker II	$7,503	$600	$133		$8,237	$2,829	$143	inc	$11,209
Lake County	Utility Worker II	$6,188	$774		-$384	$6,578	$1,500	inc	inc	$8,078
Napa	Water Distribution Operator II	$8,203		$83	-$369	$7,917	$2,325	$138		$10,380
Napa County	No Comparable Class									
Petaluma	Utility Svc Worker II	$6,848	$342		-$274	$6,917	$2,757	$182	$15	$9,871
Rohnert Park	Collection System Operator II (CSO2)	$6,918				$6,918	$1,737	$105	$15	$8,776
Santa Rosa	Utilities Systems Operator II	$7,751			-$116	$7,635	$2,134	$177	inc	$9,946
Vacaville	Maintenance Wkr II-Fld Util	$7,350		$73		$7,423	$2,460	$139	$17	$10,039
Vallejo	Water Maintenance Worker II	$6,391			-$396	$5,995	$2,315	$131	$23	$8,464
Yountville	Maintenance Worker II	$7,627	$953	$534		$9,114	$2,604	$170	$42	$11,931
St Helena	Maintenance Worker II - Underground Utilities	$6,648	$665	$75	-$479	$6,909	$2,674	$143	$18	$9,745
	Average	**$7,269**				**$7,449**				**$10,035**
	% +/-	**-9.3%**				**-7.8%**				**-3.0%**
	Median	**$7,461**				**$7,533**				**$10,102**
	% +/-	**-12.2%**				**-9.0%**				**-3.7%**
					Median Gain/Loss	3.2%				5.4%

St Helena
Permit Technician II

			Cash Supplements				Insurance Benefits			
Survey Agency	**Comparable Class**	**Range Max.**	**Long.**	**Def. Comp.**	**Extra EE Pension and SS**	**Base + Cash**	**Health**	**Dental**	**Vision**	**Base + Cash + Ins.**
American Canyon	Permit Technician	$7,479	$250		-$374	$7,355	$2,604	inc	inc	$9,960
Benicia	Permit Services Specialist	$10,057	$754	$54		$10,865	$2,591	$203	$22	$13,681
Calistoga	Permit Technician	$7,261			-$450	$6,811	$3,511	$198	$23	$10,543
Fairfield	Building Permit Technician II	$8,236	$62	$75		$8,373	$2,384	$111	$14	$10,882
Healdsburg	Development Services Technician II	$8,249	$660	$133		$9,042	$2,829	$143	inc	$12,014
Lake County	Community Development Tech	$4,954	$619		-$307	$5,266	$1,500	inc	inc	$6,766
Napa	Permit Technician	$8,124		$83	-$366	$7,841	$2,325	$138		$10,304
Napa County	Permit Technician II	$8,077		$67		$8,144	$2,517	$130		$10,791
Petaluma	Permit Technician	$6,977	$349		-$279	$7,046	$2,757	$182	$15	$10,000
Rohnert Park	Building Permit Technician II (BPT2)	$7,340				$7,340	$1,737	$105	$15	$9,198
Santa Rosa	Community Development Technician	$7,845			-$196	$7,649	$2,435	$177	inc	$10,260
Vacaville	Permit Technician	$6,384		$64		$6,448	$2,460	$139	$17	$9,064
Vallejo	Building Permit Technician II	$7,223			-$448	$6,775	$2,315	$131	$23	$9,244
Yountville	No Comparable Class									
St Helena	Permit Technician II	$7,221	$722	$75	-$520	$7,498	$2,674	$143	$18	$10,334
	Average	**$7,554**				**$7,612**				**$10,208**
	% +/-	**-4.6%**				**-1.5%**				**1.2%**
	Median	**$7,479**				**$7,355**				**$10,260**
	% +/-	**-3.6%**				**1.9%**				**0.7%**
					Median Gain/Loss	5.5%				-1.2%

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St Helena
Plant Operator II - Water

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Plant Operator II	$9,341	$250		-$467	$9,124	$2,604	inc	inc	$11,728
Benicia	Water Operator II	$8,353	$835	$54		$9,242	$2,591	$203	$22	$12,058
Calistoga	Plant Operator II	$9,102			-$564	$8,538	$3,511	$198	$23	$12,270
Fairfield	Water Plant Operator II	$8,869	$67	$75		$9,011	$2,384	$111	$14	$11,520
Healdsburg	Utility Operator	$10,167	$813	$133		$11,114	$2,829	$143	inc	$14,086
Lake County	Wtr/Wstwtr Trtmnt Plant Op II	$7,001	$875		-$434	$7,442	$1,500	inc	inc	$8,942
Napa	Water Treatment Operator Trainee	$8,827		$83	-$397	$8,513	$2,325	$138		$10,976
Napa County	No Comparable Class									
Petaluma	No Comparable Class									
Rohnert Park	Water System Operator III (WSO3)	$7,636				$7,636	$1,737	$105	$15	$9,494
Santa Rosa	No Comparable Class									
Vacaville	Water Plant Operator II	$8,958		$90		$9,048	$2,460	$139	$17	$11,664
Vallejo	Water Treatment Plant Operator Trainee II	$6,719			-$417	$6,302	$2,315	$131	$23	$8,771
Yountville	Utilities Operator II	$9,273	$1,159	$649		$11,081	$2,604	$170	$42	$13,897
St Helena	Plant Operator II - Water	$8,962	$896	$75	-$645	$9,288	$2,674	$143	$18	$12,123
	Average	**$8,568**				**$8,823**				**$11,401**
	% +/-	**4.4%**				**5.0%**				**6.0%**
	Median	**$8,869**				**$9,011**				**$11,664**
	% +/-	**1.0%**				**3.0%**				**3.8%**
					Median Gain/Loss	1.9%				0.8%

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St Helena
Plant Operator II - WW

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Plant Operator II	$9,341	$250		-$467	$9,124	$2,604	inc	inc	$11,728
Benicia	Wastewater Operator II	$8,556	$856	$54		$9,466	$2,591	$203	$22	$12,282
Calistoga	Plant Operator II	$9,102			-$564	$8,538	$3,511	$198	$23	$12,270
Fairfield	No Comparable Class									
Healdsburg	Utility Operator	$10,167	$813	$133		$11,114	$2,829	$143	inc	$14,086
Lake County	Wtr/Wstwtr Trtmnt Plant Op II	$7,001	$875		-$434	$7,442	$1,500	inc	inc	$8,942
Napa	No Comparable Class									
Napa County	No Comparable Class									
Petaluma	Water Recycling Plant Op II	$9,519	$476		-$381	$9,615	$2,757	$182	$15	$12,568
Rohnert Park	No Comparable Class									
Santa Rosa	WW Operator II	$10,047			-$251	$9,796	$2,435	$177	inc	$12,408
Vacaville	Wastewater Plant Operator II	$8,982		$90		$9,072	$2,460	$139	$17	$11,688
Vallejo	No Comparable Class									
Yountville	Utilities Operator II	$9,273	$1,159	$649		$11,081	$2,604	$170	$42	$13,897
St Helena	Plant Operator II - WW	$8,962	$896	$75	-$645	$9,288	$2,674	$143	$18	$12,123
	Average	**$9,110**				**$9,472**				**$12,208**
	% +/-	**-1.7%**				**-2.0%**				**-0.7%**
	Median	**$9,273**				**$9,466**				**$12,282**
	% +/-	**-3.5%**				**-1.9%**				**-1.3%**
					Median Gain/Loss	1.6%				0.6%

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St Helena
Plant Operator III - Water

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Plant Operator III	$10,312	$250		-$516	$10,046	$2,604	inc	inc	$12,650
Benicia	Water Operator III	$9,188	$919	$54		$10,161	$2,591	$203	$22	$12,977
Calistoga	Senior Plant Operator	$9,924			-$615	$9,309	$3,511	$198	$23	$13,041
Fairfield	Water Plant Operator III	$9,790	$73	$75		$9,938	$2,384	$111	$14	$12,448
Healdsburg	No Comparable Class									
Lake County	Wtr/Wstwtr Trtmnt Plant Op III	$7,727	$966		-$479	$8,214	$1,500	inc	inc	$9,714
Napa	Water Treatment Operator	$10,592		$83	-$477	$10,199	$2,325	$138		$12,661
Napa County	No Comparable Class									
Petaluma	No Comparable Class									
Rohnert Park	No Comparable Class									
Santa Rosa	No Comparable Class									
Vacaville	Water Plant Operator III	$9,853		$99		$9,952	$2,460	$139	$17	$12,568
Vallejo	Water Treatment Plant Operator	$10,744			-$666	$10,077	$2,315	$131	$23	$12,546
Yountville	No Comparable Class									
St Helena	Plant Operator III - Water	$9,901	$990	$75	-$713	$10,253	$2,674	$143	$18	$13,089
	Average	**$9,766**				**$9,737**				**$12,326**
	% +/-	**1.4%**				**5.0%**				**5.8%**
	Median	**$9,889**				**$9,999**				**$12,609**
	% +/-	**0.1%**				**2.5%**				**3.7%**
					Median Gain/Loss	2.4%				1.2%

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St Helena
Plant Operator III - WW

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Plant Operator III	$10,312	$250		-$516	$10,046	$2,604	inc	inc	$12,650
Benicia	Wastewater Operator III	$9,412	$941	$54		$10,407	$2,591	$203	$22	$13,223
Calistoga	Senior Plant Operator	$9,924			-$615	$9,309	$3,511	$198	$23	$13,041
Fairfield	No Comparable Class									
Healdsburg	No Comparable Class									
Lake County	Wtr/Wstwtr Trtmnt Plant Op III	$7,727	$966		-$479	$8,214	$1,500	inc	inc	$9,714
Napa	No Comparable Class									
Napa County	No Comparable Class									
Petaluma	Water Recycling Plant Op III	$10,478	$524		-$419	$10,583	$2,757	$182	$15	$13,537
Rohnert Park	No Comparable Class									
Santa Rosa	Senior Wastewater Plant Operator	$11,062			-$277	$10,785	$2,435	$177	inc	$13,396
Vacaville	Wastewater Plant Operator III	$9,878		$99		$9,976	$2,460	$139	$17	$12,593
Vallejo	No Comparable Class									
Yountville	No Comparable Class									
St Helena	Plant Operator III - WW	$9,901	$990	$75	-$713	$10,253	$2,674	$143	$18	$13,089
	Average	**$9,827**				**$9,903**				**$12,593**
	% +/-	**0.7%**				**3.4%**				**3.8%**
	Median	**$9,924**				**$10,046**				**$13,041**
	% +/-	**-0.2%**				**2.0%**				**0.4%**
					Median Gain/Loss	2.3%				-1.7%

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St Helena
Recreation Supervisor

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Recreation Supervisor	$8,891	$250		-$445	$8,697	$2,604	inc	inc	$11,301
Benicia	Recreation Supervisor	$8,572	$643	$54		$9,270	$2,591	$203	$22	$12,085
Calistoga	No Comparable Class									
Fairfield	Park & Rec Supervisor	$10,287		$1,070		$11,357	$1,850	$112	$14	$13,333
Healdsburg	Recreation Supervisor	$9,047	$543	$133		$9,723	$2,829	$143	inc	$12,695
Lake County	No Comparable Class									
Napa	Recreation Supervisor	$10,477		$142	-$471	$10,148	$2,325	$138		$12,610
Napa County	No Comparable Class									
Petaluma	Recreation Supervisor	$9,410	$471		-$376	$9,504	$2,757	$182	$15	$12,458
Rohnert Park	Community Services Supervisor (CSSV)	$8,305				$8,305	$1,737	$105	$15	$10,162
Santa Rosa	Recreation Supervisor	$9,685			-$145	$9,539	$2,435	$177	inc	$12,151
Vacaville	Recreation Supv	$9,583		$575	-$48	$10,110	$2,460	$139	$17	$12,726
Vallejo	No Comparable Class									
Yountville	Recreation Supervisor	$8,493	$1,062	$594		$10,149	$2,604	$170	$42	$12,965
St Helena	Recreation Supervisor	$8,641	$864	$75	-$622	$8,958	$2,674	$143	$18	$11,793
	Average	**$9,275**				**$9,680**				**$12,249**
	% +/-	**-7.3%**				**-8.1%**				**-3.9%**
	Median	**$9,228**				**$9,631**				**$12,534**
	% +/-	**-6.8%**				**-7.5%**				**-6.3%**
					Median Gain/Loss	-0.7%				1.2%

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St Helena
Senior Civil Engineer

			Cash Supplements				Insurance Benefits			
Survey Agency	**Comparable Class**	**Range Max.**	**Long.**	**Def. Comp.**	**Extra EE Pension and SS**	**Base + Cash**	**Health**	**Dental**	**Vision**	**Base + Cash + Ins.**
American Canyon	Senior Civil Engineer	$13,867	$250	$139	-$693	$13,563	$2,604	inc	inc	$16,167
Benicia	Senior Civil Engineer	$13,493	$1,012	$54		$14,560	$2,591	$203	$22	$17,375
Calistoga	Senior Civil Engineer	$12,618			-$782	$11,836	$3,511	$198	$23	$15,568
Fairfield	Civil Engineer Sr	$12,847		$1,336		$14,183	$1,850	$112	$14	$16,159
Healdsburg	Senior Civil Engineer	$13,203	$792	$133		$14,128	$2,829	$143	inc	$17,100
Lake County	No Comparable Class									
Napa	Senior Civil Engineer	$14,677		$142	-$660	$14,159	$2,325	$138		$16,622
Napa County	Senior Engineer	$14,213		$67		$14,280	$2,517	$130		$16,927
Petaluma	Senior Civil Engineer	$13,362	$668		-$534	$13,496	$2,757	$182	$15	$16,450
Rohnert Park	Senior Engineer (SRENG)	$11,734				$11,734	$1,737	$105	$15	$13,592
Santa Rosa	No Comparable Class									
Vacaville	Sr Civil Engineer	$13,670		$137		$13,807	$2,460	$139	$17	$16,423
Vallejo	Senior Civil Engineer	$12,763			-$791	$11,972	$2,315	$131	$23	$14,441
Yountville	No Comparable Class									
St Helena	Senior Civil Engineer	$14,387	$1,439	$75	-$1,036	$14,865	$2,674	$143	$18	$17,700
	Average	**$13,314**				**$13,429**				**$16,075**
	% +/-	**7.5%**				**9.7%**				**9.2%**
	Median	**$13,362**				**$13,807**				**$16,423**
	% +/-	**7.1%**				**7.1%**				**7.2%**
					Median Gain/Loss	-0.0%				0.1%

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St Helena
Underground Utilities Superintendent

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	Maintenance Supervisor	$9,575	$250	$96	-$479	$9,442	$2,604	inc	inc	$12,046
Benicia	Public Works Maint Supt	$14,769	$1,255	$369		$16,394	$2,591	$203	$22	$19,210
Calistoga	No Comparable Class									
Fairfield	Street Maintenance Manager	$12,534		$1,304		$13,838	$1,850	$112	$14	$15,813
Healdsburg	No Comparable Class									
Lake County	Utility Area Superintendent	$8,961	$1,120		-$556	$9,526	$1,500	inc	inc	$11,026
Napa	Street Field Supervisor	$10,183		$83	-$458	$9,808	$2,325	$138		$12,271
Napa County	Public Works Superintendent	$14,023		$150		$14,173	$2,517	$130		$16,820
Petaluma	Assistant Operations Mgr	$12,269	$613		-$491	$12,391	$2,757	$182	$15	$15,345
Rohnert Park	Facilities Maintenance Supervisor (FMS)	$8,640				$8,640	$1,737	$105	$15	$10,498
Santa Rosa	Street Maintenance Superintendent	$12,222			-$183	$12,039	$2,435	$177	inc	$14,650
Vacaville	PW Superintendent	$13,702		$822	-$69	$14,456	$2,460	$139	$17	$17,072
Vallejo	Water Distribution Superintendent	$12,882			-$799	$12,084	$2,315	$131	$23	$14,552
Yountville	PW Supervisor	$9,808	$1,226	$687		$11,720	$2,604	$170	$42	$14,536
St Helena	Underground Utilities Superintendent	$10,134	$1,013	$75	-$730	$10,493	$2,674	$143	$18	$13,328
	Average	**$11,631**				**$12,042**				**$14,487**
	% +/-	**-14.8%**				**-14.8%**				**-8.7%**
	Median	**$12,245**				**$12,061**				**$14,601**
	% +/-	**-20.8%**				**-14.9%**				**-9.6%**
					Median Gain/Loss	5.9%				5.4%

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St Helena
Dispatcher

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Public Safety Dispatcher II	$7,894	$789			$8,683	$2,591	$203	$22	$11,499
Calistoga	Public Safety Dispatcher	$7,253		$363	-$450	$7,166	$3,511	$198	$23	$10,898
Fairfield	Dispatcher II	$8,554	$64	$75		$8,693	$2,384	$111	$14	$11,203
Healdsburg	Police Dispatcher II	$7,738	$619	$83		$8,441	$2,829	$143	inc	$11,413
Lake County	Public Safety Dispatcher II	$6,188	$774		-$384	$6,578	$2,055	$87	$19	$8,738
Napa	Public Safety Dispatcher II	$9,133		$83	-$411	$8,805	$2,325	$138		$11,268
Napa County	No Comparable Class									
Petaluma	Public Safety Dispatch	$7,757	$388			$8,145	$2,757	$182	$13	$11,096
Rohnert Park	Public Safety Dispatcher II (PSD2)	$7,591				$7,591	$1,737	$105	$15	$9,449
Santa Rosa	Communications Dispatcher	$9,007			-$135	$8,871	$2,134	$177	inc	$11,182
Vacaville	Public Safety Dispatcher	$8,727		$44		$8,770	$2,460	$139	$17	$11,386
Vallejo	Communications Operator II	$8,667			-$537	$8,130	$2,315	$131	$23	$10,599
Yountville	No Comparable Class									
St Helena	Dispatcher	$7,243	$724	$75	-$449	$7,593	$2,674	$143	$18	$10,429
	Average	**$8,046**				**$8,170**				**$10,794**
	% +/-	**-11.1%**				**-7.6%**				**-3.5%**
	Median	**$7,894**				**$8,441**				**$11,182**
	% +/-	**-9.0%**				**-11.2%**				**-7.2%**
					Median Gain/Loss	-2.2%				3.9%

PublicPay

St Helena
Property & Evidence Technician

			Cash Supplements				Insurance Benefits			
Survey Agency	**Comparable Class**	**Range Max.**	**Long.**	**Def. Comp.**	**Extra EE Pension and SS**	**Base + Cash**	**Health**	**Dental**	**Vision**	**Base + Cash + Ins.**
American Canyon	No Comparable Class									
Benicia	Community Service Officer II	$7,160	$716			$7,876	$2,591	$203	$22	$10,692
Calistoga	Public Safety Community Services Officer	$7,253		$363	-$450	$7,166	$3,511	$198	$23	$10,898
Fairfield	Police Property Specialist II	$6,277	$47	$75		$6,399	$2,384	$111	$14	$8,909
Healdsburg	Police Technician	$6,435	$515	$83		$7,033	$2,829	$143	inc	$10,005
Lake County	Evidence Technician II	$5,079	$635		-$315	$5,399	$1,500	inc	inc	$6,899
Napa	Police Property Technician	$7,475		$83	-$336	$7,222	$2,325	$138		$9,685
Napa County	Evidence Technician	$7,925		$67		$7,991	$2,517	$130		$10,639
Petaluma	Evidence Technician	$7,077	$354			$7,431	$2,757	$182	$13	$10,383
Rohnert Park	Property Technician (PRPT)	$6,816				$6,816	$1,737	$105	$15	$8,674
Santa Rosa	Police Property Evidence Tech	$7,545			-$113	$7,432	$2,134	$177	inc	$9,743
Vacaville	Evidence Technician II	$7,400		$74		$7,474	$2,460	$139	$17	$10,090
Vallejo	Police Assistant	$6,719			-$417	$6,302	$2,315	$131	$23	$8,771
Yountville	No Comparable Class									
St Helena	Property & Evidence Technician	$7,243	$724	$75	-$449	$7,593	$2,674	$143	$18	$10,429
	Average	**$6,930**				**$7,045**				**$9,615**
	% +/-	**4.3%**				**7.2%**				**7.8%**
	Median	**$7,119**				**$7,194**				**$9,874**
	% +/-	**1.7%**				**5.3%**				**5.3%**
					Median Gain/Loss	3.5%				0.1%

PublicPay™

St Helena
Records Supervisor

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class									
Benicia	Police Records Supervisor	$7,628	$572	$54		$8,254	$2,591	$203	$22	$11,070
Calistoga	No Comparable Class									
Fairfield	Police Support Supervisor	$10,036		$1,044		$11,080	$1,850	$112	$14	$13,055
Healdsburg	Police Records Supervisor	$9,034	$723	$83		$9,840	$2,829	$143	inc	$12,812
Napa	Police Records Bureau Administrator	$11,441		$142	-$515	$11,068	$2,325	$138		$13,531
Napa County	Supv Sheriffs Records Tech	$8,627		$67		$8,693	$2,517	$130		$11,341
Novato	Supv Sheriffs Records Tech	$8,627	$1,294			$9,921	$2,894			$12,814
Petaluma	Police Records/Evidence Supervisor	$8,499	$850		-$255	$9,093	$2,757	$182	$13	$12,045
Rohnert Park	Property and Records Supervisor (PARS)	$8,305				$8,305	$1,737	$105	$15	$10,162
Santa Rosa	Records Supervisor	$9,824			-$147	$9,677	$2,435	$177	inc	$12,288
Vacaville	Police Records Supv	$9,583		$575	-$48	$10,110	$2,460	$139	$17	$12,726
Yountville	No Comparable Class									
St Helena	Records Supervisor	$8,694	$869	$75	-$539	$9,099	$2,674	$143	$18	$11,935
	Average	**$9,160**				**$9,604**				**$12,185**
	% +/-	**-5.4%**				**-5.5%**				**-2.1%**
	Median	**$8,830**				**$9,759**				**$12,507**
	% +/-	**-1.6%**				**-7.2%**				**-4.8%**
					Median Gain/Loss	-5.7%				2.4%

PublicPay™

St Helena
Police Officer

			Cash Supplements						Insurance Benefits			
Survey Agency	**Comparable Class**	**Range Max.**	**Long.**	**Uniform**	**Educ/ POST**	**Def. Comp.**	**Extra EE Pension and SS**	**Base + Cash**	**Health**	**Dental**	**Vision**	**Base + Cash + Ins.**
American Canyon	No Comparable Class											
Benicia	Police Officer	$10,981	$300	$150	$440		-$153	$11,717	$2,591	$203	$22	$14,533
Calistoga	Police Officer	$9,214		$83	$461	$461	-$571	$9,647	$3,511	$198	$23	$13,379
Fairfield	Police Officer	$12,251	$919	$104	$1,041	$582		$14,897	$1,850	$111	$14	$16,872
Healdsburg	Police Officer	$10,042	$803	$98	$500	$83		$11,527	$2,829	$143	inc	$14,498
Lake County	Deputy Sheriff II	$7,921	$990	$133	$396		-$491	$8,950	$2,222	$87	$19	$11,277
Napa	Police Officer	$12,017		$100	$766			$12,882	$2,325	$138		$15,345
Napa County	Deputy Sheriff II	$12,263		$85	$1,472			$13,820	$2,517	$130		$16,468
Petaluma	Police Officer	$10,194	$1,019	$153	$714			$12,080	$2,757	$182	$13	$15,031
Rohnert Park	Public Safety Officer II (PSO2)	$9,866		$90	$691			$10,647	$1,737	$105	$15	$12,505
Santa Rosa	Police Officer	$11,614		$92	$900			$12,606	$2,894	$177	inc	$15,676
Vacaville	Police Officer	$11,343		$150	$567	$57		$12,117	$2,460	$139	$17	$14,733
Vallejo	Police Officer	$10,931		$95	$547			$11,572	$2,170	$131	$23	$13,896
Yountville	No Comparable Class											
St Helena	Police Officer	$10,010	$1,001	$104	$425	$75	-$621	$10,995	$2,674	$143	$18	$13,830
	Average	**$10,720**						**$11,872**				**$14,518**
	% +/-	**-7.1%**						**-8.0%**				**-5.0%**
	Median	**$10,956**						**$11,899**				**$14,633**
	% +/-	**-9.4%**						**-8.2%**				**-5.8%**
							Median Gain/Loss	1.2%				2.4%

PublicPay™

St Helena
Sergeant

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Uniform	Educ/ POST	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class											
Benicia	Police Sergeant	$13,177	$300	$150	$525		-$184	$13,969	$2,591	$203	$22	$16,784
Calistoga	Police Sergeant	$10,934		$83	$547	$547	-$678	$11,433	$3,511	$198	$23	$15,165
Fairfield	Police Sergeant (Aa)	$15,691		$104	$392	$941		$17,129	$1,850	$111	$14	$19,103
Healdsburg	Police Sergeant	$12,569	$1,006	$98	$650	$83		$14,406	$2,829	$143	inc	$17,377
Lake County	Deputy Sheriff Sergeant	$9,185	$1,148	$133	$689		-$569	$10,586	$2,222	$87	$19	$12,913
Napa	Police Sergeant	$14,767		$100	$1,083			$15,951	$2,325	$138		$18,414
Napa County	Sergeant	$14,444		$85	$1,733			$16,263	$2,517	$130		$18,910
Petaluma	Police Sergeant	$12,163	$1,216	$153	$851			$14,383	$2,757	$182	$13	$17,335
Rohnert Park	Public Safety Sergeant (PSGT)	$12,628		$90	$1,137			$13,855	$1,737	$105	$15	$15,713
Santa Rosa	Police Sergeant	$15,526		$92	$1,863	$78		$17,559	$2,894	$177	inc	$20,629
Vacaville	Police Sergeant	$14,190		$88	$1,064	$142		$15,484	$2,460	$139	$17	$18,100
Vallejo	Police Sergeant	$13,109		$95	$655			$13,859	$2,170	$131	$23	$16,184
Yountville	No Comparable Class											
St Helena	Sergeant	$12,016	$1,202	$104	$425	$75	-$745	$13,077	$2,674	$143	$18	$15,912
	Average	**$13,199**						**$14,573**				**$17,219**
	% +/-	**-9.8%**						**-11.4%**				**-8.2%**
	Median	**$13,143**						**$14,394**				**$17,356**
	% +/-	**-9.4%**						**-10.1%**				**-9.1%**
							Median Gain/Loss	-0.7%				1.0%

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St Helena
Fire Captain

			Cash Supplements						Insurance Benefits			
Survey Agency	**Comparable Class**	**Range Max.**	**Long.**	**Uniform**	**EMT Pay**	**Def. Comp.**	**Extra EE Pension and SS**	**Base + Cash**	**Health**	**Dental**	**Vision**	**Base + Cash + Ins.**
American Canyon	No Comparable Class											
Benicia	Fire Captain	$12,677		$75			-$177	$12,576	$2,030	$203	$22	$14,831
Calistoga	Fire Captain	$10,922				$546	-$677	$10,791	$3,511	$198	$23	$14,523
Fairfield	Fire Captain	$13,485		$133	$674	$160		$14,453	$1,850	$111	$14	$16,427
Healdsburg	Fire Captain	$11,475	$918					$12,392	$2,829	$143	inc	$15,364
Lake County	No Comparable Class											
Napa	Fire Captain	$13,426		$83	$1,111			$14,621	$2,325	$138		$17,083
Napa County	No Comparable Class											
Petaluma	Fire Captain	$12,163	$1,216					$13,380	$2,757	$182	$13	$16,331
Rohnert Park	Fire Assignment Sergeant (FS	$12,284		$90				$12,374	$1,737	$105	$15	$14,231
Santa Rosa	Fire Captain	$13,142	$263	$50	$1,314		-$197	$14,572	$2,894	$177	inc	$17,642
Vacaville	Fire Captain	$13,538		$150		$271		$13,959	$2,460	$139	$17	$16,575
Vallejo	Fire Captain (56.3 Hour Week	$12,468			$935			$13,403	$2,170	$131	$23	$15,727
Yountville	No Comparable Class											
St Helena	Fire Captain	$11,105	$1,111	$100		$54	-$689	$11,681	$2,674	$143	$18	$14,517
	Average	**$12,558**						**$13,252**				**$15,874**
	% +/-	**-13.1%**						**-13.4%**				**-9.3%**
	Median	**$12,573**						**$13,391**				**$16,029**
	% +/-	**-13.2%**						**-14.6%**				**-10.4%**
							Median Gain/Loss	-1.4%				4.2%

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St Helena
Firefighter

Survey Agency	Comparable Class	Range Max.	Cash Supplements: Long.	Uniform	EMT Pay	Def. Comp.	Extra EE Pension and SS	Base + Cash	Insurance Benefits: Health	Dental	Vision	Base + Cash + Ins.
American Canyon	No Comparable Class											
Benicia	Firefighter	$9,956		$75	$996		-$139	$10,887	$2,030	$203	$22	$13,143
Calistoga	Fire Fighter	$8,985				$449	-$557	$8,877	$3,511	$198	$23	$12,609
Fairfield	Fire Fighter	$10,534		$133	$1,053	$160		$11,881	$1,850	$111	$14	$13,855
Healdsburg	Firefighter	$9,404	$752					$10,157	$2,829	$143	inc	$13,129
Lake County	No Comparable Class											
Napa	Firefighter	$11,115		$83	$1,111			$12,310	$2,325	$138		$14,773
Napa County	No Comparable Class											
Petaluma	Fire Fighter	$9,640	$964		$1,041			$11,645	$2,757	$182	$13	$14,597
Rohnert Park	Fire Public Safety Officer II (F	$9,597		$90				$9,687	$1,737	$105	$15	$11,545
Santa Rosa	Firefighter	$10,392	$208	$50	$1,039		-$156	$11,533	$2,894	$177	inc	$14,603
Vacaville	Firefighter II	$10,760		$150	$1,345	$108		$12,362	$2,460	$139	$17	$14,978
Vallejo	Fire Fighter (56.3 Hour Week)	$10,244			$1,024			$11,268	$2,170	$131	$23	$13,593
Yountville	No Comparable Class											
St Helena	Firefighter	$9,256	$926	$100		$54	-$574	$9,762	$2,674	$143	$18	$12,597
	Average	**$10,063**						**$11,061**				**$13,682**
	% +/-	**-8.7%**						**-13.3%**				**-8.6%**
	Median	**$10,100**						**$11,401**				**$13,724**
	% +/-	**-9.1%**						**-16.8%**				**-8.9%**
							Median Gain/Loss	-7.7%				7.8%

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St Helena
Draft Labor Market Summary

Class Title	Range Max	# of Obs.	Market Median	% +/- Median	95% of Median	% +/- 95% of Median	Market 75th P	% +/- 75th P	Percentile
Assistant City Manager	20,581	12	21,665	-5.3%	20,581	0.0%	22,808	-10.8%	28
Deputy City Manager	15,450	7	18,228	-18.0%	17,316	-12.1%	19,288	-24.8%	14
Director of Administrative Services	17,344	13	19,197	-10.7%	18,237	-5.1%	20,059	-15.7%	7
Director of Community Development	19,307	14	18,901	2.1%	17,956	7.0%	20,585	-6.6%	53
Director of Community Services	17,339	11	18,401	-6.1%	17,480	-0.8%	19,419	-12.0%	16
Director of Public Works	19,307	14	20,587	-6.6%	19,558	-1.3%	20,760	-7.5%	21
Fire Chief	19,753	10	22,890	-15.9%	21,745	-10.1%	23,417	-18.5%	3
Police Chief	20,205	11	23,426	-15.9%	22,255	-10.1%	23,943	-18.5%	2
Exec Average		**12**	**20,412**	**-9.5%**	**19,391**	**-4.1%**	**21,285**	**-14.3%**	**18**
Assistant Director of Administrative Services	14,967	3	15,914	-6.3%	15,118	-1.0%	16,163	-8.0%	0
Assistant Director of Public Works	15,441	9	17,096	-10.7%	16,241	-5.2%	17,984	-16.5%	21
Assistant to the City Manager	12,649	3	13,835	-9.4%	13,143	-3.9%	14,763	-16.7%	0
Chief Building Official	14,261	12	14,016	1.7%	13,315	6.6%	15,854	-11.2%	54
City Clerk (Program Manager)	13,345	12	13,639	-2.2%	12,957	2.9%	14,069	-5.4%	43
Deputy Director of Community Services - Library	14,323	2	I.D.	--	--	--	I.D.	--	--
Finance Manager	13,935	12	13,302	4.5%	12,637	9.3%	14,635	-5.0%	67
Human Resources Manager	13,015	10	14,602	-12.2%	13,872	-6.6%	14,977	-15.1%	17
Lieutenant	14,531	12	16,105	-10.8%	15,300	-5.3%	17,678	-21.7%	11
Management Analyst	9,935	14	10,406	-4.7%	9,886	0.5%	10,900	-9.7%	33
Program Manager	13,345	8	13,958	-4.6%	13,261	0.6%	14,757	-10.6%	22
Project Manager	12,848	10	11,326	11.8%	10,759	16.3%	12,825	0.2%	75
Public Works Assistant Operations Manager	11,592	10	14,497	-25.1%	13,772	-18.8%	14,874	-28.3%	2
Public Works Operations Manager	12,848	13	14,125	-9.9%	13,419	-4.4%	15,850	-23.4%	28
Recreation Manager	11,675	11	12,222	-4.7%	11,611	0.6%	12,934	-10.8%	42
Senior Planner	12,848	13	11,631	9.5%	11,049	14.0%	11,725	8.7%	98
Mid Mgmt Average		**10**	**13,778**	**-4.9%**	**13,089**	**0.4%**	**14,666**	**-11.6%**	**34**
Accounting Technician II	7,248	14	7,098	2.1%	6,743	7.0%	7,785	-7.4%	62
Administrative Assistant	6,592	14	7,036	-6.7%	6,684	-1.4%	7,810	-18.5%	27
Administrative Records Assistant	7,605	12	8,795	-15.7%	8,356	-9.9%	9,749	-28.2%	2
Associate Civil Engineer	11,065	13	11,648	-5.3%	11,066	0.0%	12,367	-11.8%	8
Associate Planner	9,293	12	10,299	-10.8%	9,784	-5.3%	10,626	-14.3%	32
Chief Plant Operator - Water	11,908	9	11,231	5.7%	10,669	10.4%	12,285	-3.2%	70
Chief Plant Operator - WW	11,908	8	11,796	0.9%	11,206	5.9%	12,605	-5.9%	52
Chief Water Distribution Operator	11,908	12	11,495	3.5%	10,920	8.3%	13,017	-9.3%	56
Engineering Technician II	8,149	13	8,045	1.3%	7,643	6.2%	8,249	-1.2%	56
Environmental Services Technician II	8,647	6	9,109	-5.3%	8,653	-0.1%	9,926	-14.8%	0
Financial Analyst	9,621	14	10,432	-8.4%	9,910	-3.0%	10,900	-13.3%	15
Fire Inspector	9,208	9	9,215	-0.1%	8,754	4.9%	10,490	-13.9%	50
Human Resources Analyst	9,534	13	10,287	-7.9%	9,773	-2.5%	10,896	-14.3%	15
Human Resources Technician	7,172	11	7,129	0.6%	6,772	5.6%	7,878	-9.9%	53
Librarian II	7,653	2	I.D.	--	--	--	I.D.	--	--
Library Assistant II	Drift	3	5,502	--	5,227	--	6,063	--	--
Library Associate II	6,143	1	I.D.	--	--	--	I.D.	--	--
Maintenance Worker II	6,648	14	6,980	-5.0%	6,631	0.3%	7,465	-12.3%	15
Maintenance Worker II - Underground Utilities	6,648	13	7,461	-12.2%	7,088	-6.6%	7,627	-14.7%	13
Permit Technician II	7,221	13	7,479	-3.6%	7,105	1.6%	8,124	-12.5%	25
Plant Operator II - Water	8,962	11	8,869	1.0%	8,426	6.0%	9,188	-2.5%	60
Plant Operator II - WW	8,962	9	9,273	-3.5%	8,809	1.7%	9,519	-6.2%	24
Plant Operator III - Water	9,901	8	9,889	0.1%	9,394	5.1%	10,382	-4.9%	52
Plant Operator III - WW	9,901	7	9,924	-0.2%	9,428	4.8%	10,395	-5.0%	42
Recreation Supervisor	8,641	10	9,228	-6.8%	8,767	-1.5%	9,659	-11.8%	25
Senior Civil Engineer	14,387	11	13,362	7.1%	12,694	11.8%	13,769	4.3%	94
Underground Utilities Superintendent	10,134	12	12,245	-20.8%	11,633	-14.8%	13,087	-29.1%	35
SHEA Average		**10**	**9,353**	**-3.8%**	**8,885**	**1.4%**	**9,994**	**-10.9%**	**37**
Dispatcher	7,243	11	7,894	-9.0%	7,499	-3.5%	8,697	-20.1%	10
Police Officer	10,010	12	10,956	-9.4%	10,408	-4.0%	11,715	-17.0%	26
Property & Evidence Technician	7,243	12	7,119	1.7%	6,763	6.6%	7,419	-2.4%	63
Records Supervisor	8,694	10	9,308	-7.1%	8,843	-1.7%	9,983	-14.8%	35
Sergeant	12,016	12	13,143	-9.4%	12,486	-3.9%	14,525	-20.9%	17
Police Average		**11**	**9,684**	**-6.6%**	**9,200**	**-1.3%**	**10,468**	**-15.0%**	**30**
Fire Captain	11,105	10	12,573	-13.2%	11,944	-7.6%	13,355	-20.3%	4
Firefighter	9,256	10	10,100	-9.1%	9,595	-3.7%	10,498	-13.4%	7
Fire Average		**10**	**11,336**	**-11.2%**	**10,769**	**-5.6%**	**11,927**	**-16.8%**	**5**
Average		**10**		**-5.5%**		**-0.2%**		**-12.2%**	**31**

"Drift" - Survey jobs that do not have a city job equivalent (no salary comparisoncan be made) but may be useful in understanding market salary trends.

PublicPay™

St Helena
Draft Labor Market Summary

Class Title	Range Max	# of Obs.	Market Median	% +/- Median	95% of Median	% +/- 95% of Median	Market 75th P	% +/- 75th P	Percentile

I.D. - Insufficient data (less than 3 matches).

EXPLANATION OF SURVEY DATA SHEETS

Survey Class	Title of the survey classification.
Agency	Name of survey agency from which compensation data was collected.
Comparable Class Title	Comparable title of matching class in each survey agency. The phrase “No Comparable Class” is used when a survey agency does not have the job or if there is a significant difference in qualifications or scope of duties.
Monthly Minimum	This is the monthly starting salary for positions in the class.
Monthly Control Point or Maximum	This is the monthly top step or range maximum for those agencies that use the range maximum as the control point. Control point salaries are used if the agency’s range structure utilizes a mid-point or similar reference point. By definition, the range control point is that point in the salary range that most employees attain through tenure, assuming satisfactory performance. The control point is also used as the market “anchoring point” of the salary range. Range maximums do not include longevity, merit, or performance based pay. Statistics are calculated using range maximum because 1) the range maximum better reflects where incumbent employees are in the salary range, 2) the range maximum identifies the earning potential once the employee achieves moderate experience in the job class, and 3) many agencies have policies that allow for hiring up to the range maximum depending on the employee's qualifications.
City Rank	This is the range relative to the market with 1 being the highest salary in the market.
Coefficient of Variance	This is a statistical measure of variability and reliability. If this number is above 30%, the data may not be reliable.
Number of Obs.	The total number of data observations (not including the City’s salary). If this number is less than three, insufficient data is available for statistical analysis.
Mean	This is the average of the survey data. This statistic is subject to data skewing by data anomalies and is not as reliable as the median.
Median	This statistic represents the middle of the labor market. As such, half of the data is above the median and half is below the median. This statistic is also referred to as the 50th percentile.
Percentiles	This measurement is similar to the median except a different percentage of data is above a specific point in the ranking and the balance of data is below this point (i.e., for the 75th percentile, 25% of the data is above this point and 75% is below). The percentiles are calculated using an Excel spreadsheet function. Since there are different methods for computing percentiles, the function methodology used by Excel may not be the same as other spreadsheet programs or manual calculation methods.
Percent Above/Below	This percentage represents the difference between the market statistic to the left of the percentage and the City’s salary. Specifically, it is the percentage increase/decrease needed to move the City’s salary to the market - the market deviation. For convenience, below market relations are shown as negative values and above market relations are shown as positive values. The following formula is used to calculate the percentage: $\frac{\text{(City's Salary - Market)}}{\text{City's Salary}}$ It is important that the City’s salary be in the denominator of any percentage formula.
Percentile Rank	This is the percentile that corresponds to the City’s salary if it is placed into the market data.

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Assistant City Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Asst Chief Executive Officer	$ 21,102	$ 25,648	21.5%
Fairfield	Assist City Manager	$ 18,188	$ 24,247	33.3%
American Canyon	Assistant City Manager	$ 15,985	$ 23,978	50.0%
Vacaville	Assistant City Manager	$ 18,445	$ 22,418	21.5%
Santa Rosa	Assistant City Manager	$ 17,927	$ 22,298	24.4%
Vallejo	Assistant City Manager	$ 18,084	$ 21,982	21.6%
Napa	Assistant City Manager	$ 17,790	$ 21,348	20.0%
Calistoga	Assistant City Manager	$ 17,353	$ 21,093	21.6%
St Helena	***Assistant City Manager***	***$ 16,932***	***$ 20,581***	***21.6%***
Healdsburg	Assistant City Manager	$ 16,890	$ 20,530	21.6%
Petaluma	Assistant City Manager	$ 16,863	$ 20,497	21.6%
Rohnert Park	Assistant City Manager (ACM)	$ 15,433	$ 18,759	21.6%
Lake County	Assistant County Admin Officer	$ 14,011	$ 17,030	21.5%
Benicia	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**9/13**		
Coefficient of Variance	**11%**		
Number of Observations	**12**		
Variability	**Moderate**		
Labor Market Mean		**$ 21,652**	**-5.21%**
Labor Market Median		**$ 21,665**	**-5.27%**
25th Percentile		**$ 20,522**	**0.29%**
75th Percentile		**$ 22,808**	**-10.82%**
Percentile Rank		**28**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Deputy City Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
American Canyon	Deputy City Manager	$ 14,161	$ 21,241	50.0%
Calistoga	Deputy City Manager	$ 16,114	$ 19,586	21.5%
Napa	Deputy City Manager	$ 15,718	$ 18,989	20.8%
Vallejo	Special Advisor to CM	$ 14,996	$ 18,228	21.6%
Vacaville	Deputy City Manager	$ 14,910	$ 18,121	21.5%
Benicia	Deputy City Manager	$ 13,412	$ 16,303	21.6%
St Helena	***Deputy City Manager***	***$ 12,711***	***$ 15,450***	***21.5%***
Lake County	Deputy County Admn Officer II	$ 9,674	$ 11,759	21.6%
Fairfield	No Comparable Class			
Healdsburg	No Comparable Class			
Napa County	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**7/8**		
Coefficient of Variance	**17%**		
Number of Observations	**7**		
Variability	**High**		
Labor Market Mean		**$ 17,747**	**-14.87%**
Labor Market Median		**$ 18,228**	**-17.98%**
25th Percentile		**$ 17,212**	**-11.40%**
75th Percentile		**$ 19,288**	**-24.84%**
Percentile Rank		**14**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Director of Administrative Services

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Auditor-Controller		$ 22,949	
American Canyon	Finance Director	$ 14,653	$ 21,980	50.0%
Fairfield	Director of Finance	$ 15,898	$ 20,669	30.0%
Santa Rosa	Chief Financial Officer	$ 16,053	$ 20,059	25.0%
Calistoga	Administrative Services Director	$ 16,114	$ 19,586	21.5%
Yountville	Administrative Services Director	$ 13,746	$ 19,321	40.6%
Petaluma	Director of Finance	$ 14,794	$ 19,197	29.8%
Napa	Finance Director	$ 15,909	$ 19,091	20.0%
Vallejo	Finance Director	$ 14,996	$ 18,228	21.6%
Vacaville	Director of Finance	$ 14,910	$ 18,121	21.5%
Healdsburg	Finance Director	$ 14,733	$ 17,909	21.6%
Benicia	Finance Director	$ 14,460	$ 17,576	21.6%
St Helena	***Director of Administrative Services***	***$ 14,269***	***$ 17,344***	***21.6%***
Rohnert Park	Finance Director/City Treasurer (FDIR)	$ 13,308	$ 16,176	21.6%
Lake County	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**13/14**		
Coefficient of Variance	**9%**		
Number of Observations	**13**		
Variability	**Moderate**		
Labor Market Mean		**$ 19,297**	**-11.26%**
Labor Market Median		**$ 19,197**	**-10.68%**
25th Percentile		**$ 18,121**	**-4.48%**
75th Percentile		**$ 20,059**	**-15.65%**
Percentile Rank		**7**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Director of Community Development

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Dir of Plan Bldg & Env Svcs	$ 19,666	$ 23,875	21.4%
American Canyon	Community Development Director	$ 14,735	$ 22,103	50.0%
Petaluma	Director of Community Development	$ 16,071	$ 20,855	29.8%
Fairfield	Dir of Community Development	$ 15,898	$ 20,669	30.0%
Napa	Community Development Director	$ 16,943	$ 20,331	20.0%
Calistoga	Planning & Building Director	$ 16,114	$ 19,586	21.5%
Vacaville	Director of Community Dev	$ 15,934	$ 19,366	21.5%
St Helena	*Director of Community Development*	*$ 15,884*	*$ 19,307*	*21.5%*
Healdsburg	Community Development Director	$ 15,167	$ 18,435	21.6%
Vallejo	Planning and Development Services Director	$ 15,146	$ 18,411	21.6%
Yountville	Planning and Building Director	$ 13,092	$ 18,401	40.6%
Santa Rosa	Dir of Planning & Economic Dev	$ 14,391	$ 18,004	25.1%
Rohnert Park	Director of Development Services (DODS)	$ 14,331	$ 17,420	21.6%
Benicia	Community Services Director	$ 13,595	$ 16,525	21.6%
Lake County	Community Development Director	$ 11,218	$ 13,636	21.6%

		Market Value	Percent +/-
St Helena Rank	**8/15**		
Coefficient of Variance	**13%**		
Number of Observations	**14**		
Variability	**High**		
Labor Market Mean		**$ 19,116**	**0.99%**
Labor Market Median		**$ 18,901**	**2.10%**
25th Percentile		**$ 18,103**	**6.23%**
75th Percentile		**$ 20,585**	**-6.62%**
Percentile Rank		**53**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Director of Community Services

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Fairfield	Dir of Park & Recreation	$ 15,898	$ 20,669	30.0%
Napa	Parks And Recreation Director	$ 16,943	$ 20,331	20.0%
Calistoga	Parks & Recreation Director	$ 16,114	$ 19,586	21.5%
American Canyon	Parks & Recreation Director	$ 12,834	$ 19,251	50.0%
Petaluma	Director of Parks and Recreation	$ 14,553	$ 18,888	29.8%
Yountville	Parks & Recreation Director	$ 13,092	$ 18,401	40.6%
Vacaville	Director of Parks & Recreation	$ 14,910	$ 18,121	21.5%
Santa Rosa	Director of Housing and Community Services	$ 14,391	$ 18,004	25.1%
Healdsburg	Community Services Director	$ 14,733	$ 17,909	21.6%
St Helena	***Director of Community Services***	***$ 14,265***	***$ 17,339***	***21.5%***
Benicia	Community Services Director	$ 13,595	$ 16,525	21.6%
Rohnert Park	Director of Community Services (CSDIR)	$ 13,308	$ 16,176	21.6%
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Vallejo	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**10/12**		
Coefficient of Variance	**8%**		
Number of Observations	**11**		
Variability	**Moderate**		
Labor Market Mean		**$ 18,533**	**-6.89%**
Labor Market Median		**$ 18,401**	**-6.12%**
25th Percentile		**$ 17,957**	**-3.56%**
75th Percentile		**$ 19,419**	**-11.99%**
Percentile Rank		**16**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Director of Public Works

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Director of Public Works	$ 19,666	$ 23,875	21.4%
American Canyon	Public Works Director	$ 14,628	$ 21,941	50.0%
Petaluma	Director of Public Works	$ 16,071	$ 20,855	29.8%
Santa Rosa	Director of Transportation & Public Works	$ 15,920	$ 20,791	30.6%
Fairfield	Director of Public Works	$ 15,898	$ 20,669	30.0%
Vacaville	Director of Public Works	$ 16,972	$ 20,627	21.5%
Benicia	Public Works Director	$ 16,939	$ 20,589	21.6%
Healdsburg	Utilities Director	$ 16,933	$ 20,584	21.6%
Napa	Public Works Director	$ 16,943	$ 20,331	20.0%
Yountville	Public Works Director	$ 14,229	$ 20,000	40.6%
Calistoga	Public Works Director/City Engineer	$ 16,114	$ 19,586	21.5%
St Helena	***Director of Public Works***	***$ 15,884***	***$ 19,307***	***21.5%***
Vallejo	Public Works Director	$ 15,146	$ 18,411	21.6%
Rohnert Park	Director of Public Works (DPW)	$ 14,331	$ 17,420	21.6%
Lake County	Public Works Director	$ 12,693	$ 15,428	21.5%

		Market Value	Percent +/-
St Helena Rank	**12/15**		
Coefficient of Variance	**10%**		
Number of Observations	**14**		
Variability	**High**		
Labor Market Mean		**$ 20,079**	**-4.00%**
Labor Market Median		**$ 20,587**	**-6.63%**
25th Percentile		**$ 19,690**	**-1.98%**
75th Percentile		**$ 20,760**	**-7.53%**
Percentile Rank		**21**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Fire Chief

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Fairfield	Fire Chief	$ 18,188	$ 24,247	33.3%
Napa	Fire Chief	$ 19,698	$ 23,638	20.0%
Santa Rosa	Fire Chief	$ 18,283	$ 23,462	28.3%
Vallejo	Fire Chief	$ 19,153	$ 23,281	21.6%
Petaluma	Fire Chief	$ 19,273	$ 23,128	20.0%
Vacaville	Fire Chief	$ 18,635	$ 22,652	21.6%
Rohnert Park	Director of Public Safety (SDIR)	$ 17,528	$ 21,305	21.6%
Benicia	Fire Chief	$ 17,436	$ 21,193	21.6%
Calistoga	Fire Chief	$ 17,353	$ 21,093	21.6%
St Helena	***Fire Chief***	***$ 16,250***	***$ 19,753***	***21.6%***
Healdsburg	Fire Chief	$ 15,793	$ 19,198	21.6%
American Canyon	No Comparable Class			
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**10/11**		
Coefficient of Variance	**7%**		
Number of Observations	**10**		
Variability	**Moderate**		
Labor Market Mean		**$ 22,320**	**-12.99%**
Labor Market Median		**$ 22,890**	**-15.88%**
25th Percentile		**$ 21,221**	**-7.43%**
75th Percentile		**$ 23,417**	**-18.55%**
Percentile Rank		**3**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Police Chief

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Vallejo	Police Chief	$ 21,218	$ 25,790	21.6%
Napa County	Sheriff - Coroner		$ 25,059	
Fairfield	Police Chief	$ 18,188	$ 24,247	33.3%
Napa	Police Chief	$ 19,698	$ 23,638	20.0%
Santa Rosa	Police Chief	$ 19,030	$ 23,625	24.1%
Petaluma	Police Chief	$ 17,683	$ 23,426	32.5%
Vacaville	Chief of Police	$ 19,065	$ 23,174	21.5%
Benicia	Police Chief	$ 18,124	$ 22,030	21.6%
Rohnert Park	Director of Public Safety (SDIR)	$ 17,528	$ 21,305	21.6%
Calistoga	Police Chief	$ 17,353	$ 21,093	21.6%
St Helena	***Police Chief***	***$ 16,623***	***$ 20,205***	***21.5%***
Healdsburg	Police Chief	$ 16,434	$ 19,975	21.6%
American Canyon	No Comparable Class			
Lake County	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**11/12**		
Coefficient of Variance	**8%**		
Number of Observations	**11**		
Variability	**Moderate**		
Labor Market Mean		**$ 23,033**	**-14.00%**
Labor Market Median		**$ 23,426**	**-15.94%**
25th Percentile		**$ 21,668**	**-7.24%**
75th Percentile		**$ 23,943**	**-18.50%**
Percentile Rank		**2**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Assistant Director of Administrative Services

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Vallejo	Assistant Finance Director	$ 13,503	$ 16,413	21.6%
Santa Rosa	Deputy Director of Finance	$ 12,303	$ 15,914	29.3%
Vacaville	Assistant Director of Finance	$ 12,419	$ 15,090	21.5%
St Helena	***Assistant Director of Administrative Services***	***$ 12,313***	***$ 14,967***	***21.6%***
American Canyon	No Comparable Class			
Benicia	No Comparable Class			
Calistoga	No Comparable Class			
Fairfield	No Comparable Class			
Healdsburg	No Comparable Class			
Lake County	No Comparable Class			
Napa	No Comparable Class			
Napa County	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	**4/4**		
Coefficient of Variance	**4%**		
Number of Observations	**3**	**Market**	**Percent**
Variability	**Low**	**Value**	**+/-**
Labor Market Mean		**$ 15,805**	**-5.60%**
Labor Market Median		**$ 15,914**	**-6.32%**
25th Percentile		**$ 15,502**	**-3.57%**
75th Percentile		**$ 16,163**	**-7.99%**
Percentile Rank		**0**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Assistant Director of Public Works

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Fairfield	Assist Public Works Director	$ 14,935	$ 18,153	21.5%
Napa	Deputy Public Works Director - Engineering	$ 14,948	$ 18,059	20.8%
Vacaville	Assistant Dir of Pw Maint Div	$ 14,797	$ 17,984	21.5%
Petaluma	Asst Public Works & Util Director	$ 14,290	$ 17,368	21.5%
Benicia	Deputy PW Director	$ 14,065	$ 17,096	21.6%
American Canyon	Assistant Director of Public Works	$ 13,230	$ 16,082	21.6%
Vallejo	Assistant Public Works Director - Maintenance	$ 12,910	$ 15,692	21.6%
St Helena	***Assistant Director of Public Works***	***$ 12,703***	***$ 15,441***	***21.6%***
Yountville	Deputy Public Works Director	$ 12,300	$ 14,951	21.6%
Calistoga	Deputy Public Works Director	$ 11,725	$ 14,251	21.5%
Healdsburg	No Comparable Class			
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**8/10**		
Coefficient of Variance	**9%**		
Number of Observations	**9**		
Variability	**Moderate**		
Labor Market Mean		**$ 16,626**	**-7.68%**
Labor Market Median		**$ 17,096**	**-10.72%**
25th Percentile		**$ 15,692**	**-1.62%**
75th Percentile		**$ 17,984**	**-16.47%**
Percentile Rank		**21**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Assistant to the City Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Vallejo	Assistant to the City Manager	$ 12,910	$ 15,692	21.6%
Fairfield	Assistant to the City Manager	$ 11,382	$ 13,835	21.6%
Petaluma	Assistant to City Manager	$ 10,559	$ 12,832	21.5%
St Helena	***Assistant to the City Manager***	***$ 10,406***	***$ 12,649***	***21.6%***
American Canyon	No Comparable Class			
Benicia	No Comparable Class			
Calistoga	No Comparable Class			
Healdsburg	No Comparable Class			
Lake County	No Comparable Class			
Napa	No Comparable Class			
Napa County	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			
Vacaville	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**4/4**		
Coefficient of Variance	**10%**		
Number of Observations	**3**		
Variability	**Low**		
Labor Market Mean		**$ 14,119**	**-11.63%**
Labor Market Median		**$ 13,835**	**-9.38%**
25th Percentile		**$ 13,333**	**-5.41%**
75th Percentile		**$ 14,763**	**-16.72%**
Percentile Rank		**0**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Chief Building Official

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Chief Building Official	$ 13,361	$ 16,210	21.3%
Vallejo	Chief Building Official	$ 13,236	$ 16,088	21.6%
Santa Rosa	Chief Building Official	$ 12,303	$ 15,914	29.3%
Napa	Chief Building Official	$ 13,107	$ 15,834	20.8%
Fairfield	Chief Building Official	$ 12,564	$ 15,272	21.6%
Petaluma	Chief Bldg Official	$ 11,783	$ 14,329	21.6%
St Helena	***Chief Building Official***	***$ 11,732***	***$ 14,261***	***21.6%***
Vacaville	Chief Building Official	$ 11,271	$ 13,702	21.6%
American Canyon	Chief Building Official	$ 11,130	$ 13,529	21.6%
Healdsburg	Building Official	$ 11,037	$ 13,416	21.6%
Rohnert Park	Building Division Manager/Building Official	$ 10,656	$ 12,953	21.6%
Calistoga	Building Official	$ 10,634	$ 12,926	21.5%
Lake County	Chief Building Official	$ 9,207	$ 11,192	21.6%
Benicia	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**7/13**		
Coefficient of Variance	**11%**		
Number of Observations	**12**		
Variability	**Moderate**		
Labor Market Mean		**$ 14,280**	**-0.14%**
Labor Market Median		**$ 14,016**	**1.72%**
25th Percentile		**$ 13,300**	**6.74%**
75th Percentile		**$ 15,854**	**-11.17%**
Percentile Rank		**54**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

City Clerk (Program Manager)

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yountville	Communications Director/Town Clerk	$ 12,652	$ 16,630	31.4%
Petaluma	City Clerk		$ 14,290	
Napa	City Clerk	$ 11,839	$ 14,207	20.0%
Napa County	Communication and PIO	$ 11,563	$ 14,023	21.3%
Healdsburg	City Clerk/Public Information Officer	$ 11,431	$ 13,894	21.6%
Vallejo	City Clerk	$ 11,309	$ 13,747	21.6%
Vacaville	Public Relations Manager	$ 11,133	$ 13,532	21.6%
St Helena	***City Clerk (Program Manager)***	***$ 10,979***	***$ 13,345***	***21.6%***
Santa Rosa	City Clerk	$ 10,026	$ 12,868	28.3%
American Canyon	City Clerk	$ 10,084	$ 12,257	21.6%
Calistoga	City Clerk	$ 9,888	$ 12,017	21.5%
Rohnert Park	City Clerk (CCLERK)	$ 8,965	$ 10,897	21.6%
Fairfield	Dep City Clk/Mgr City Council	$ 8,463	$ 10,287	21.6%
Benicia	No Comparable Class			
Lake County	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**8/13**		
Coefficient of Variance	**13%**		
Number of Observations	**12**		
Variability	**High**		
Labor Market Mean		**$ 13,221**	**0.93%**
Labor Market Median		**$ 13,639**	**-2.21%**
25th Percentile		**$ 12,197**	**8.61%**
75th Percentile		**$ 14,069**	**-5.42%**
Percentile Rank		**43**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Deputy Director of Community Services - Library

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Director of Library Services	$ 16,061	$ 19,486	21.3%
Benicia	Library Superintendent	$ 13,133	$ 15,964	21.6%
St Helena	*Deputy Director of Community Services - Library*	*$ 11,784*	*$ 14,323*	*21.5%*
American Canyon	No Comparable Class			
Calistoga	No Comparable Class			
Fairfield	No Comparable Class			
Healdsburg	No Comparable Class			
Lake County	No Comparable Class			
Napa	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			
Vacaville	No Comparable Class			
Vallejo	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	--		
Coefficient of Variance	I.D.		
Number of Observations	2	**Market**	**Percent**
Variability		**Value**	**+/-**
Labor Market Mean		I.D.	--
Labor Market Median		I.D.	--
25th Percentile		I.D.	--
75th Percentile		I.D.	--
Percentile Rank		--	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Finance Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Deputy Finance Director	$ 13,693	$ 16,541	20.8%
Napa County	Deputy Auditor-Controller	$ 12,730	$ 15,444	21.3%
American Canyon	Finance Manager	$ 12,286	$ 14,933	21.6%
Fairfield	Financial Services Manager	$ 11,959	$ 14,536	21.5%
St Helena	***Finance Manager***	***$ 11,464***	***$ 13,935***	***21.6%***
Benicia	Accounting Manager	$ 11,176	$ 13,585	21.6%
Vacaville	Accounting Manager	$ 11,133	$ 13,532	21.6%
Healdsburg	Finance Manager	$ 10,713	$ 13,072	22.0%
Rohnert Park	Finance Manager (FMGR)	$ 10,656	$ 12,953	21.6%
Petaluma	Finance & Accounting Manager	$ 10,398	$ 12,633	21.5%
Vallejo	Finance Manager	$ 10,337	$ 12,565	21.6%
Santa Rosa	Supervising Accountant	$ 9,114	$ 11,704	28.4%
Lake County	Assistant Auditor-Controller	$ 9,207	$ 11,192	21.6%
Calistoga	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	**5/13**		
Coefficient of Variance	**12%**		
Number of Observations	**12**		
Variability	**Moderate**	**Market Value**	**Percent +/-**
Labor Market Mean		**$ 13,557**	**2.71%**
Labor Market Median		**$ 13,302**	**4.54%**
25th Percentile		**$ 12,616**	**9.47%**
75th Percentile		**$ 14,635**	**-5.03%**
Percentile Rank		**67**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Human Resources Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Santa Rosa	Deputy Director of Human Resources	$ 12,303	$ 15,914	29.3%
Napa	Human Resources Manager	$ 12,468	$ 15,063	20.8%
Benicia	Human Resources Manager	$ 12,328	$ 14,985	21.6%
Yountville	Deputy Director HR & IT	$ 12,300	$ 14,951	21.6%
Vallejo	Human Resources Program Manager	$ 12,068	$ 14,669	21.6%
Fairfield	Human Resources Manager	$ 11,959	$ 14,536	21.5%
Vacaville	Human Resources Manager	$ 11,381	$ 13,833	21.5%
Healdsburg	Chief Human Resources Officer	$ 11,249	$ 13,726	22.0%
St Helena	***Human Resources Manager***	***$ 10,708***	***$ 13,015***	***21.5%***
Calistoga	Human Resources Manager	$ 10,127	$ 12,309	21.6%
Lake County	Deputy Human Resources Directo	$ 9,674	$ 11,759	21.6%
American Canyon	No Comparable Class			
Napa County	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**9/11**		
Coefficient of Variance	**9%**		
Number of Observations	**10**		
Variability	**Moderate**		
Labor Market Mean		**$ 14,174**	**-8.91%**
Labor Market Median		**$ 14,602**	**-12.20%**
25th Percentile		**$ 13,753**	**-5.67%**
75th Percentile		**$ 14,977**	**-15.07%**
Percentile Rank		**17**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Lieutenant

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Fairfield	Police Lieutenant	$ 15,217	$ 18,496	21.5%
Napa	Police Lieutenant	$ 14,481	$ 18,459	27.5%
Santa Rosa	Police Lieutenant	$ 13,404	$ 18,216	35.9%
Benicia	Police Lieutenant	$ 14,396	$ 17,498	21.6%
Napa County	Lieutenant	$ 14,023	$ 17,011	21.3%
Vacaville	Police Lieutenant	$ 15,388	$ 16,160	5.0%
Petaluma	Police Lieutenant	$ 13,224	$ 16,051	21.4%
Healdsburg	Police Lieutenant	$ 13,138	$ 15,969	21.5%
Vallejo	Police Lieutenant	$ 12,230	$ 15,609	27.6%
Calistoga	Police Lieutenant	$ 12,311	$ 14,963	21.5%
St Helena	***Lieutenant***	***$ 11,955***	***$ 14,531***	***21.5%***
Rohnert Park	Public Safety Lieutenant (LIEU)	$ 11,332	$ 14,392	27.0%
Lake County	Lieutenant		$ 9,438	
American Canyon	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**11/13**		
Coefficient of Variance	**15%**		
Number of Observations	**12**		
Variability	**High**		
Labor Market Mean		**$ 16,022**	**-10.26%**
Labor Market Median		**$ 16,105**	**-10.83%**
25th Percentile		**$ 15,448**	**-6.31%**
75th Percentile		**$ 17,678**	**-21.65%**
Percentile Rank		**11**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Management Analyst

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yountville	Management Analyst II	$ 9,808	$ 11,921	21.5%
American Canyon	Management Analyst II	$ 9,598	$ 11,666	21.6%
Napa County	Management Analyst II	$ 9,535	$ 11,563	21.3%
Calistoga	Management Analyst II	$ 8,967	$ 10,901	21.6%
Napa	Management Analyst II	$ 9,018	$ 10,896	20.8%
Vallejo	Administrative Analyst II	$ 8,701	$ 10,576	21.6%
Santa Rosa	Administrative Analyst	$ 7,963	$ 10,525	32.2%
Fairfield	Management Analyst II	$ 8,463	$ 10,287	21.6%
Vacaville	Management Analyst II	$ 8,246	$ 10,023	21.6%
St Helena	***Management Analyst***	***$ 8,173***	***$ 9,935***	***21.6%***
Healdsburg	Administrative Analyst II	$ 8,108	$ 9,894	22.0%
Petaluma	Management Analyst II	$ 7,989	$ 9,712	21.6%
Rohnert Park	Management Analyst II (MANA2)	$ 7,923	$ 9,631	21.6%
Benicia	Management Analyst II	$ 7,435	$ 9,037	21.6%
Lake County	Admin Analyst II	$ 6,051	$ 7,355	21.5%

		Market Value	Percent +/-
St Helena Rank	**10/15**		
Coefficient of Variance	**12%**		
Number of Observations	**14**		
Variability	**High**		
Labor Market Mean		**$ 10,285**	**-3.52%**
Labor Market Median		**$ 10,406**	**-4.74%**
25th Percentile		**$ 9,757**	**1.79%**
75th Percentile		**$ 10,900**	**-9.71%**
Percentile Rank		**33**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Program Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yountville	Communications Director/Town Clerk	$ 12,652	$ 16,630	31.4%
Santa Rosa	Comm & Intergov Rel Officer	$ 12,016	$ 15,024	25.0%
Vallejo	Communications and Public Information Officer	$ 12,068	$ 14,669	21.6%
Napa County	Communication and PIO	$ 11,563	$ 14,023	21.3%
Healdsburg	City Clerk/Public Information Officer	$ 11,431	$ 13,894	21.6%
Vacaville	Public Relations Manager	$ 11,133	$ 13,532	21.6%
St Helena	***Program Manager***	***$ 10,979***	***$ 13,345***	***21.6%***
Napa	Community Relations And Media Manager	$ 10,859	$ 13,119	20.8%
Fairfield	Public Information Officer	$ 9,815	$ 11,930	21.5%
American Canyon	No Comparable Class			
Benicia	No Comparable Class			
Calistoga	No Comparable Class			
Lake County	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**7/9**		
Coefficient of Variance	**10%**		
Number of Observations	**8**		
Variability	**Moderate**		
Labor Market Mean		**$ 14,103**	**-5.68%**
Labor Market Median		**$ 13,958**	**-4.60%**
25th Percentile		**$ 13,429**	**-0.63%**
75th Percentile		**$ 14,757**	**-10.58%**
Percentile Rank		**22**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Project Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Vacaville	Program Manager	$ 11,133	$ 13,532	21.6%
Benicia	Project Manager	$ 11,101	$ 13,493	21.6%
Fairfield	Program Manager	$ 10,834	$ 13,169	21.6%
St Helena	*Project Manager*	*$ 10,570*	*$ 12,848*	*21.6%*
Santa Rosa	Project Manager	$ 9,703	$ 11,794	21.5%
Napa County	Project Manager	$ 9,535	$ 11,563	21.3%
Petaluma	Project Manager II	$ 9,123	$ 11,088	21.5%
American Canyon	Capital Projects Coordinator	$ 8,913	$ 10,833	21.5%
Healdsburg	Project Manager	$ 8,767	$ 10,696	22.0%
Rohnert Park	Project Manager (PMCD)	$ 8,746	$ 10,631	21.6%
Lake County	Capital Project Manager	$ 7,193	$ 8,743	21.5%
Calistoga	No Comparable Class			
Napa	No Comparable Class			
Vallejo	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**4/11**		
Coefficient of Variance	**13%**		
Number of Observations	**10**		
Variability	**High**		
Labor Market Mean		**$ 11,554**	**10.07%**
Labor Market Median		**$ 11,326**	**11.85%**
25th Percentile		**$ 10,731**	**16.48%**
75th Percentile		**$ 12,825**	**0.18%**
Percentile Rank		**75**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Public Works Assistant Operations Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Petaluma	Deputy Dir of Environmental Svs	$ 13,355	$ 16,234	21.6%
Santa Rosa	Dep Dir Water & Sewer Operat	$ 12,303	$ 15,914	29.3%
Napa	Water Treatment Manager (V)	$ 12,319	$ 14,882	20.8%
Vacaville	Utilities Oper & Maint Manager	$ 12,216	$ 14,850	21.6%
Fairfield	Water Treatment Manager	$ 11,959	$ 14,536	21.5%
Healdsburg	Water and WW Operations Superintendent (IV)	$ 11,895	$ 14,458	21.6%
American Canyon	Wastewater Operations Manager	$ 11,694	$ 14,214	21.6%
Calistoga	Utilities Systems Superintendent	$ 11,023	$ 13,398	21.5%
Vallejo	Assistant Maintenance Superintendent	$ 10,082	$ 12,255	21.6%
St Helena	***Public Works Assistant Operations Manager***	***$ 9,537***	***$ 11,592***	***21.5%***
Lake County	Deputy Public Works Direct I	$ 9,438	$ 11,471	21.5%
Benicia	No Comparable Class			
Napa County	No Comparable Class			
Rohnert Park	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**10/11**		
Coefficient of Variance	**10%**		
Number of Observations	**10**		
Variability	**Moderate**		
Labor Market Mean		**$ 14,221**	**-22.68%**
Labor Market Median		**$ 14,497**	**-25.06%**
25th Percentile		**$ 13,602**	**-17.34%**
75th Percentile		**$ 14,874**	**-28.31%**
Percentile Rank		**2**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Public Works Operations Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Dep Dir Pw-Gen Services	$ 14,023	$ 17,011	21.3%
Vacaville	Deputy Director of Pw	$ 13,732	$ 16,692	21.6%
Santa Rosa	Deputy Director Field Services	$ 12,303	$ 15,914	29.3%
Napa	Public Works Operations Manager	$ 13,124	$ 15,850	20.8%
Fairfield	Public Works Operatns Superint	$ 12,564	$ 15,272	21.6%
Benicia	Public Works Maint Supt	$ 12,151	$ 14,769	21.6%
Petaluma	Operations Manager	$ 11,622	$ 14,125	21.5%
Healdsburg	Utilities Maintenance Superintendent	$ 11,260	$ 13,686	21.6%
American Canyon	Public Works Superintendent	$ 10,859	$ 13,199	21.6%
St Helena	***Public Works Operations Manager***	***$ 10,570***	***$ 12,848***	***21.6%***
Lake County	Deputy Public Works Direct II	$ 10,417	$ 12,662	21.6%
Rohnert Park	PW Operations Manager - General Services (PWOMG	$ 10,143	$ 12,329	21.6%
Calistoga	Maintenance Superintendent	$ 9,848	$ 11,970	21.5%
Yountville	PW Manager	$ 9,808	$ 11,921	21.6%
Vallejo	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**10/14**		
Coefficient of Variance	**13%**		
Number of Observations	**13**		
Variability	**Moderate**		
Labor Market Mean		**$ 14,262**	**-11.00%**
Labor Market Median		**$ 14,125**	**-9.94%**
25th Percentile		**$ 12,662**	**1.45%**
75th Percentile		**$ 15,850**	**-23.37%**
Percentile Rank		**28**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Recreation Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Recreation Manager	$ 11,836	$ 14,299	20.8%
Petaluma	Deputy Dir Parks & Recreation	$ 11,327	$ 13,768	21.5%
Vacaville	Recreation Manager	$ 10,970	$ 13,335	21.6%
Fairfield	Park & Rec Manager	$ 10,312	$ 12,534	21.5%
Calistoga	Recreation Manager	$ 10,127	$ 12,309	21.6%
Santa Rosa	Recreation Superintendent	$ 9,420	$ 12,222	29.7%
St Helena	***Recreation Manager***	***$ 9,605***	***$ 11,675***	***21.6%***
Healdsburg	Recreation Manager	$ 9,504	$ 11,552	21.6%
American Canyon	Recreation Manager	$ 8,912	$ 10,833	21.6%
Rohnert Park	Recreation Manager (CSMG)	$ 8,746	$ 10,631	21.6%
Yountville	Recreation Manager	$ 8,691	$ 10,564	21.6%
Benicia	Recreation Manager	$ 8,463	$ 10,287	21.6%
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Vallejo	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**7/12**		
Coefficient of Variance	**11%**		
Number of Observations	**11**		
Variability	**Moderate**		
Labor Market Mean		**$ 12,030**	**-3.04%**
Labor Market Median		**$ 12,222**	**-4.68%**
25th Percentile		**$ 10,732**	**8.08%**
75th Percentile		**$ 12,934**	**-10.79%**
Percentile Rank		**42**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Senior Planner

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Healdsburg	Senior Planner	$ 10,713	$ 13,072	22.0%
St Helena	*Senior Planner*	*$ 10,570*	*$ 12,848*	*21.6%*
Napa	Senior Planner	$ 10,138	$ 12,247	20.8%
Napa County	Planner III	$ 9,885	$ 11,851	19.9%
Calistoga	Senior Planner	$ 9,646	$ 11,725	21.6%
Vallejo	Senior Planner	$ 9,615	$ 11,687	21.6%
Santa Rosa	Senior Planner	$ 9,612	$ 11,684	21.5%
Vacaville	Sr Planner	$ 9,567	$ 11,631	21.6%
American Canyon	Senior Planner	$ 9,364	$ 11,381	21.6%
Fairfield	Planner Senior	$ 9,342	$ 11,355	21.5%
Benicia	Senior Planner	$ 8,889	$ 10,804	21.6%
Petaluma	Senior Planner	$ 8,800	$ 10,695	21.5%
Rohnert Park	Senior Planner (SRPL)	$ 8,746	$ 10,631	21.6%
Lake County	Planner, Senior	$ 7,193	$ 8,743	21.5%
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**2/14**		
Coefficient of Variance	**9%**		
Number of Observations	**13**		
Variability	**Moderate**		
Labor Market Mean		**$ 11,347**	**11.69%**
Labor Market Median		**$ 11,631**	**9.47%**
25th Percentile		**$ 10,804**	**15.91%**
75th Percentile		**$ 11,725**	**8.74%**
Percentile Rank		**98**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Accounting Technician II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yountville	Accounting Technician II	$ 6,894	$ 8,360	21.3%
Napa County	Accounting Technician	$ 6,653	$ 7,925	19.1%
Napa	Accounting Technician	$ 6,525	$ 7,884	20.8%
American Canyon	Accounting Technician	$ 6,465	$ 7,859	21.6%
Santa Rosa	Accounting Technician	$ 6,222	$ 7,565	21.6%
St Helena	***Accounting Technician II***	***$ 5,963***	***$ 7,248***	***21.5%***
Vallejo	Accounting Technician	$ 5,943	$ 7,223	21.6%
Calistoga	Senior Accounting Assistant	$ 5,847	$ 7,108	21.6%
Petaluma	Accounting Technician	$ 5,831	$ 7,088	21.6%
Benicia	Accounting Technician	$ 5,731	$ 6,966	21.6%
Rohnert Park	Accounting Technician II (ACTC2)	$ 5,608	$ 6,816	21.6%
Fairfield	Accounting Assistant Senior	$ 5,561	$ 6,760	21.6%
Healdsburg	Accounting Assistant II	$ 5,272	$ 6,432	22.0%
Vacaville	Finance Assistant II	$ 4,965	$ 6,035	21.6%
Lake County	Accounting Technician	$ 3,786	$ 4,600	21.5%

		Market Value	Percent +/-
St Helena Rank	**6/15**		
Coefficient of Variance	**13%**		
Number of Observations	**14**		
Variability	**High**		
Labor Market Mean		**$ 7,044**	**2.81%**
Labor Market Median		**$ 7,098**	**2.07%**
25th Percentile		**$ 6,774**	**6.54%**
75th Percentile		**$ 7,785**	**-7.41%**
Percentile Rank		**62**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Administrative Assistant

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Administrative Assistant	$ 7,661	$ 9,253	20.8%
Healdsburg	Administrative Technician	$ 6,761	$ 8,249	22.0%
Napa County	Administrative Secretary II	$ 6,682	$ 7,972	19.3%
Vallejo	Executive Secretary Conf	$ 6,465	$ 7,858	21.6%
American Canyon	Administrative Technician	$ 6,306	$ 7,667	21.6%
Fairfield	Administrative Assistant	$ 6,292	$ 7,648	21.6%
Yountville	Administrative Assistant II	$ 5,836	$ 7,093	21.5%
Benicia	Executive Asst To Police Chief	$ 5,742	$ 6,979	21.6%
Calistoga	Administrative Assistant	$ 5,569	$ 6,769	21.5%
Vacaville	Admin Technician II	$ 5,522	$ 6,712	21.6%
St Helena	***Administrative Assistant***	***$ 5,423***	***$ 6,592***	***21.6%***
Rohnert Park	Administrative Assistant II (ADAS2)	$ 5,337	$ 6,488	21.5%
Santa Rosa	Senior Administrative Assistant	$ 5,242	$ 6,372	21.6%
Petaluma	Administrative Assistant	$ 5,176	$ 6,294	21.6%
Lake County	Administrative Assistant	$ 3,602	$ 4,378	21.6%

		Market Value	Percent +/-
St Helena Rank	**11/15**		
Coefficient of Variance	**16%**		
Number of Observations	**14**		
Variability	**High**		
Labor Market Mean		**$ 7,124**	**-8.06%**
Labor Market Median		**$ 7,036**	**-6.73%**
25th Percentile		**$ 6,544**	**0.73%**
75th Percentile		**$ 7,810**	**-18.47%**
Percentile Rank		**27**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Administrative Records Assistant

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Deputy City Clerk	$ 8,897	$ 10,749	20.8%
Fairfield	Dep City Clk/Mgr City Council	$ 8,463	$ 10,287	21.6%
American Canyon	Deputy City Clerk	$ 8,277	$ 10,060	21.5%
Calistoga	Deputy City Clerk	$ 7,936	$ 9,646	21.6%
Benicia	Deputy City Clerk	$ 7,435	$ 9,037	21.6%
Healdsburg	Deputy City Clerk	$ 7,333	$ 8,947	22.0%
Napa County	Dep Clerk of the Brd Clrk II	$ 7,273	$ 8,644	18.9%
Santa Rosa	Deputy City Clerk	$ 7,011	$ 8,521	21.5%
Petaluma	Deputy City Clerk Conf	$ 6,758	$ 8,214	21.5%
Vacaville	Deputy City Clerk (C)	$ 6,534	$ 7,942	21.6%
Vallejo	Contracts and Records Technician	$ 6,465	$ 7,858	21.6%
St Helena	***Administrative Records Assistant***	***$ 6,256***	***$ 7,605***	***21.6%***
Rohnert Park	Deputy City Clerk (DCC)	$ 6,190	$ 7,524	21.6%
Lake County	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**12/13**		
Coefficient of Variance	**12%**		
Number of Observations	**12**		
Variability	**Moderate**		
Labor Market Mean		**$ 8,952**	**-17.72%**
Labor Market Median		**$ 8,795**	**-15.65%**
25th Percentile		**$ 8,146**	**-7.12%**
75th Percentile		**$ 9,749**	**-28.20%**
Percentile Rank		**2**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Associate Civil Engineer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Santa Rosa	Associate Civil Engineer	$ 11,133	$ 13,532	21.5%
Napa County	Associate Civil Engineer	$ 10,766	$ 12,915	20.0%
Napa	Associate Civil Engineer	$ 10,566	$ 12,763	20.8%
Vacaville	Associate Civil/Traff Engineer	$ 10,176	$ 12,367	21.5%
Petaluma	Associate Civil Engineer	$ 9,993	$ 12,145	21.5%
American Canyon	Engineer III	$ 9,837	$ 11,958	21.6%
Benicia	Associate Civil Engineer	$ 9,583	$ 11,648	21.6%
Fairfield	Associate Civil Engineer	$ 9,576	$ 11,639	21.5%
Vallejo	Associate Civil Engineer	$ 9,502	$ 11,550	21.6%
Healdsburg	Associate Civil Engineer	$ 9,228	$ 11,259	22.0%
Rohnert Park	Associate Engineer (CIVE)	$ 9,189	$ 11,169	21.6%
Calistoga	Associate Civil Engineer	$ 9,186	$ 11,166	21.5%
St Helena	***Associate Civil Engineer***	***$ 9,103***	***$ 11,065***	***21.6%***
Lake County	Associate Civil Engineer	$ 7,746	$ 9,415	21.5%
Yountville	No Comparable Class			

St Helena Rank	**13/14**		
Coefficient of Variance	**9%**		
Number of Observations	**13**		
Variability	**Moderate**	**Market Value**	**Percent +/-**
Labor Market Mean		**$ 11,810**	**-6.73%**
Labor Market Median		**$ 11,648**	**-5.27%**
25th Percentile		**$ 11,259**	**-1.76%**
75th Percentile		**$ 12,367**	**-11.77%**
Percentile Rank		**8**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Associate Planner

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yountville	Associate Planner	$ 9,437	$ 11,470	21.5%
Calistoga	Associate Planner	$ 8,765	$ 10,654	21.6%
Napa	Associate Planner	$ 8,816	$ 10,650	20.8%
Santa Rosa	City Planner	$ 7,544	$ 10,619	40.8%
Napa County	Planner II	$ 8,656	$ 10,358	19.7%
American Canyon	Associate Planner	$ 8,483	$ 10,312	21.6%
Fairfield	Associate Planner	$ 8,463	$ 10,287	21.6%
Benicia	Associate Planner	$ 7,729	$ 9,395	21.6%
St Helena	***Associate Planner***	***$ 7,645***	***$ 9,293***	***21.6%***
Rohnert Park	Associate Planner (PLNR2)	$ 7,542	$ 9,167	21.6%
Vallejo	Associate Planner	$ 7,256	$ 8,820	21.6%
Vacaville	Associate Planner	$ 7,144	$ 8,684	21.5%
Lake County	Planner, Associate	$ 6,679	$ 8,119	21.6%
Healdsburg	No Comparable Class			
Petaluma	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**9/13**		
Coefficient of Variance	**10%**		
Number of Observations	**12**		
Variability	**Moderate**		
Labor Market Mean		**$ 9,878**	**-6.29%**
Labor Market Median		**$ 10,299**	**-10.83%**
25th Percentile		**$ 9,080**	**2.29%**
75th Percentile		**$ 10,626**	**-14.35%**
Percentile Rank		**32**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Chief Plant Operator - Water

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Vallejo	Water Treatment Plant Supervisor	$ 10,242	$ 12,449	21.6%
Vacaville	Chief Plant Operator - Water	$ 10,183	$ 12,378	21.5%
Benicia	Water Plant Supervisor	$ 10,107	$ 12,285	21.6%
St Helena	*Chief Plant Operator - Water*	*$ 9,796*	*$ 11,908*	*21.6%*
American Canyon	Chief Plant Operator	$ 9,364	$ 11,381	21.6%
Healdsburg	Water Operations Foreman	$ 9,204	$ 11,231	22.0%
Napa	Advanced Water Treatment Operator	$ 9,206	$ 11,122	20.8%
Calistoga	Chief Plant Operator	$ 9,022	$ 10,967	21.6%
Fairfield	Water Plant Operator IV	$ 8,891	$ 10,807	21.5%
Lake County	Utility Area Superintendent	$ 7,372	$ 8,961	21.6%
Napa County	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**4/10**		
Coefficient of Variance	**10%**		
Number of Observations	**9**		
Variability	**Moderate**		
Labor Market Mean		**$ 11,287**	**5.22%**
Labor Market Median		**$ 11,231**	**5.69%**
25th Percentile		**$ 10,967**	**7.90%**
75th Percentile		**$ 12,285**	**-3.17%**
Percentile Rank		**70**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Chief Plant Operator - WW

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Petaluma	Water Recycl Plant Ops Supv (V)	$ 11,657	$ 14,163	21.5%
Vacaville	Chief Plnt Operator-Wastewater	$ 11,160	$ 13,564	21.5%
Benicia	Wastewater Plant Supervisor	$ 10,107	$ 12,285	21.6%
Santa Rosa	Wastewater Treatment Supervisor	$ 9,945	$ 12,210	22.8%
St Helena	***Chief Plant Operator - WW***	***$ 9,796***	***$ 11,908***	***21.6%***
American Canyon	Chief Plant Operator	$ 9,364	$ 11,381	21.6%
Healdsburg	Wastewater Operations Foreman	$ 9,204	$ 11,231	22.0%
Calistoga	Chief Plant Operator	$ 9,022	$ 10,967	21.6%
Lake County	Utility Area Superintendent	$ 7,372	$ 8,961	21.6%
Fairfield	No Comparable Class			
Napa	No Comparable Class			
Napa County	No Comparable Class			
Rohnert Park	No Comparable Class			
Vallejo	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**5/9**		
Coefficient of Variance	**14%**		
Number of Observations	**8**		
Variability	**High**		
Labor Market Mean		**$ 11,845**	**0.53%**
Labor Market Median		**$ 11,796**	**0.94%**
25th Percentile		**$ 11,165**	**6.24%**
75th Percentile		**$ 12,605**	**-5.85%**
Percentile Rank		**52**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Chief Water Distribution Operator

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Vacaville	PW Superintendent	$ 11,271	$ 13,702	21.6%
Fairfield	Water Distribution Manager	$ 11,105	$ 13,498	21.5%
Vallejo	Assistant Water Superintendent - Treatment	$ 10,866	$ 13,208	21.6%
Rohnert Park	PW Operations Manager - Utilities (PWOMU)	$ 10,656	$ 12,953	21.6%
Benicia	Field Utilities Streets Sup	$ 10,107	$ 12,285	21.6%
St Helena	***Chief Water Distribution Operator***	***$ 9,796***	***$ 11,908***	***21.6%***
Yountville	Utilities Operations Supervisor	$ 9,737	$ 11,835	21.6%
Napa	Water Distribution Supervisor	$ 9,233	$ 11,155	20.8%
Santa Rosa	Utility System Supervisor	$ 9,135	$ 10,880	19.1%
Petaluma	Utility Supervisor	$ 8,597	$ 10,450	21.6%
American Canyon	Maintenance Supervisor	$ 7,877	$ 9,575	21.6%
Lake County	Utility Area Superintendent	$ 7,372	$ 8,961	21.6%
Healdsburg	Utility Maintenance Foreman	$ 6,820	$ 8,290	21.6%
Calistoga	No Comparable Class			
Napa County	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**6/13**		
Coefficient of Variance	**16%**		
Number of Observations	**12**		
Variability	**High**		
Labor Market Mean		**$ 11,399**	**4.27%**
Labor Market Median		**$ 11,495**	**3.47%**
25th Percentile		**$ 10,231**	**14.08%**
75th Percentile		**$ 13,017**	**-9.31%**
Percentile Rank		**56**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Engineering Technician II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Engineering Assistant	$ 8,645	$ 10,443	20.8%
Napa County	Engineering Technician III	$ 8,062	$ 9,634	19.5%
American Canyon	Engineering Technician	$ 7,136	$ 8,674	21.5%
Healdsburg	Engineering Technician	$ 6,761	$ 8,249	22.0%
Fairfield	Engineering Technician II	$ 6,776	$ 8,236	21.5%
Vallejo	Engineering Technician II	$ 6,733	$ 8,184	21.6%
St Helena	***Engineering Technician II***	***$ 6,704***	***$ 8,149***	***21.6%***
Benicia	Engineering Technician II	$ 6,619	$ 8,045	21.6%
Santa Rosa	Civil Engineering Tech II	$ 6,590	$ 8,018	21.7%
Yountville	Engineering Technician	$ 6,451	$ 7,841	21.6%
Petaluma	Engineering Tech II	$ 6,353	$ 7,720	21.5%
Rohnert Park	Engineering Technician II (EGT2)	$ 6,039	$ 7,340	21.6%
Vacaville	Engineering Technician II	$ 5,724	$ 6,957	21.6%
Lake County	Engineering Technician II	$ 4,966	$ 6,037	21.6%
Calistoga	No Comparable Class			

St Helena Rank	**7/14**		
Coefficient of Variance	**14%**		
Number of Observations	**13**		
Variability	**High**	**Market Value**	**Percent +/-**
Labor Market Mean		**$ 8,106**	**0.53%**
Labor Market Median		**$ 8,045**	**1.27%**
25th Percentile		**$ 7,720**	**5.26%**
75th Percentile		**$ 8,249**	**-1.23%**
Percentile Rank		**56**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Environmental Services Technician II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Water Resources Analyst	$ 9,018	$ 10,896	20.8%
Healdsburg	Utility Conservation Analyst	$ 8,326	$ 10,121	21.6%
American Canyon	Environmental Specialist III	$ 7,684	$ 9,341	21.6%
Vacaville	Enviro Compliance Insp II	$ 7,303	$ 8,877	21.6%
Petaluma	Environmental Services Tech	$ 7,192	$ 8,741	21.5%
Santa Rosa	Environmental Compliance Inspector II	$ 7,129	$ 8,669	21.6%
St Helena	*Environmental Services Technician II*	*$ 7,114*	*$ 8,647*	*21.5%*
Benicia	No Comparable Class			
Calistoga	No Comparable Class			
Fairfield	No Comparable Class			
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Rohnert Park	No Comparable Class			
Vallejo	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**7/7**		
Coefficient of Variance	**9%**		
Number of Observations	**6**		
Variability	**Low**		
Labor Market Mean		**$ 9,441**	**-9.18%**
Labor Market Median		**$ 9,109**	**-5.34%**
25th Percentile		**$ 8,775**	**-1.48%**
75th Percentile		**$ 9,926**	**-14.79%**
Percentile Rank		**0**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Financial Analyst

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yountville	Management Analyst II	$ 9,808	$ 11,921	21.5%
American Canyon	Management Analyst II	$ 9,598	$ 11,666	21.6%
Napa County	Management Analyst II	$ 9,535	$ 11,563	21.3%
Calistoga	Management Analyst II	$ 8,967	$ 10,901	21.6%
Napa	Budget Analyst II	$ 9,018	$ 10,896	20.8%
Santa Rosa	Financial Analyst	$ 8,112	$ 10,722	32.2%
Vallejo	Administrative Analyst II	$ 8,701	$ 10,576	21.6%
Fairfield	Budget Analyst II	$ 8,463	$ 10,287	21.6%
Vacaville	Financial Analyst	$ 8,246	$ 10,023	21.6%
Healdsburg	Administrative Analyst II	$ 8,108	$ 9,894	22.0%
Petaluma	Finance Analyst	$ 8,091	$ 9,838	21.6%
Rohnert Park	Management Analyst II (MANA2)	$ 7,923	$ 9,631	21.6%
St Helena	***Financial Analyst***	***$ 7,915***	***$ 9,621***	***21.6%***
Benicia	Management Analyst II	$ 7,435	$ 9,037	21.6%
Lake County	Admin Analyst II	$ 6,051	$ 7,355	21.5%

		Market Value	Percent +/-
St Helena Rank	**13/15**		
Coefficient of Variance	**11%**		
Number of Observations	**14**		
Variability	**High**		
Labor Market Mean		**$ 10,308**	**-7.14%**
Labor Market Median		**$ 10,432**	**-8.43%**
25th Percentile		**$ 9,852**	**-2.40%**
75th Percentile		**$ 10,900**	**-13.29%**
Percentile Rank		**15**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Fire Inspector

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Santa Rosa	Fire Inspector	$ 9,588	$ 11,653	21.5%
Healdsburg	Fire Inspector	$ 8,939	$ 10,907	22.0%
Petaluma	Fire Inspector	$ 8,651	$ 10,490	21.3%
Napa	Fire Prevention Inspector II	$ 8,107	$ 9,793	20.8%
Benicia	Fire Prevention Inspector II	$ 7,581	$ 9,215	21.6%
St Helena	***Fire Inspector***	***$ 7,575***	***$ 9,208***	***21.6%***
Vacaville	Fire Plans Examiner/Inspector	$ 7,369	$ 8,957	21.6%
Fairfield	Fire Inspector II	$ 7,119	$ 8,653	21.5%
Vallejo	Fire Prevention Inspector	$ 6,733	$ 8,184	21.6%
Rohnert Park	Fire Inspector (FINS)	$ 6,345	$ 7,712	21.6%
American Canyon	No Comparable Class			
Calistoga	No Comparable Class			
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**6/10**		
Coefficient of Variance	**14%**		
Number of Observations	**9**		
Variability	**High**		
Labor Market Mean		**$ 9,507**	**-3.25%**
Labor Market Median		**$ 9,215**	**-0.08%**
25th Percentile		**$ 8,653**	**6.03%**
75th Percentile		**$ 10,490**	**-13.92%**
Percentile Rank		**50**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Human Resources Analyst

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
American Canyon	Human Resources Officer II	$ 10,084	$ 12,257	21.6%
Santa Rosa	Human Resources Analyst	$ 8,426	$ 11,174	32.6%
Napa County	Human Resources Analyst II	$ 9,088	$ 11,017	21.2%
Napa	Management Analyst II	$ 9,018	$ 10,896	20.8%
Healdsburg	Human Resources Analyst	$ 8,694	$ 10,607	22.0%
Vallejo	Personnel Analyst II	$ 8,701	$ 10,576	21.6%
Fairfield	Human Resources Analyst II	$ 8,463	$ 10,287	21.6%
Vacaville	HR Analyst II	$ 8,246	$ 10,023	21.6%
Petaluma	Human Resources Analyst II	$ 8,084	$ 9,823	21.5%
Yountville	Human Resources Analyst	$ 8,069	$ 9,808	21.6%
Rohnert Park	Human Resources Analyst (HRA)	$ 7,923	$ 9,631	21.6%
St Helena	***Human Resources Analyst***	***$ 7,843***	***$ 9,534***	***21.6%***
Benicia	Human Resources Analyst II	$ 7,408	$ 9,004	21.6%
Lake County	Human Resources Analyst II	$ 6,202	$ 7,538	21.5%
Calistoga	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**12/14**		
Coefficient of Variance	**11%**		
Number of Observations	**13**		
Variability	**High**		
Labor Market Mean		**$ 10,203**	**-7.02%**
Labor Market Median		**$ 10,287**	**-7.90%**
25th Percentile		**$ 9,808**	**-2.87%**
75th Percentile		**$ 10,896**	**-14.29%**
Percentile Rank		**15**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Human Resources Technician

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Human Resources Assistant	$ 7,601	$ 9,093	19.6%
Petaluma	Human Res Specialist Conf	$ 6,699	$ 8,145	21.6%
Santa Rosa	Human Resources Technician	$ 6,660	$ 8,109	21.8%
Fairfield	Human Resources Technician II	$ 6,292	$ 7,648	21.6%
Calistoga	Administrative Services Technician	$ 5,990	$ 7,281	21.6%
St Helena	***Human Resources Technician***	***$ 5,900***	***$ 7,172***	***21.6%***
Vallejo	Personnel Technician	$ 5,865	$ 7,129	21.6%
American Canyon	Human Resources Technician	$ 5,857	$ 7,119	21.5%
Vacaville	HR Technician II	$ 5,767	$ 7,011	21.6%
Rohnert Park	Human Resources Technician (HRT)	$ 5,748	$ 6,987	21.6%
Benicia	Human Resources Technician	$ 5,252	$ 6,384	21.6%
Lake County	Human Resources Technician II	$ 4,500	$ 5,469	21.5%
Healdsburg	No Comparable Class			
Napa	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**6/12**		
Coefficient of Variance	**13%**		
Number of Observations	**11**		
Variability	**High**		
Labor Market Mean		**$ 7,307**	**-1.88%**
Labor Market Median		**$ 7,129**	**0.61%**
25th Percentile		**$ 6,999**	**2.41%**
75th Percentile		**$ 7,878**	**-9.85%**
Percentile Rank		**53**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Librarian II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Librarian II	$ 7,885	$ 9,422	19.5%
St Helena	***Librarian II***	***$ 6,296***	***$ 7,653***	***21.6%***
Benicia	Librarian II	$ 6,279	$ 7,632	21.6%
American Canyon	No Comparable Class			
Calistoga	No Comparable Class			
Fairfield	No Comparable Class			
Healdsburg	No Comparable Class			
Lake County	No Comparable Class			
Napa	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			
Vacaville	No Comparable Class			
Vallejo	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	--		
Coefficient of Variance	I.D.		
Number of Observations	2	**Market**	**Percent**
Variability		**Value**	**+/-**
Labor Market Mean		**I.D.**	**--**
Labor Market Median		**I.D.**	**--**
25th Percentile		**I.D.**	**--**
75th Percentile		**I.D.**	**--**
Percentile Rank		**--**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Library Assistant II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Library Assistant II	$ 5,599	$ 6,623	18.3%
Benicia	Library Technician II	$ 4,527	$ 5,502	21.6%
Lake County	Library Assistant	$ 3,345	$ 4,066	21.6%
American Canyon	No Comparable Class			
Calistoga	No Comparable Class			
Fairfield	No Comparable Class			
Healdsburg	No Comparable Class			
Napa	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			
St Helena	***Library Assistant II***			
Vacaville	No Comparable Class			
Vallejo	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	--		
Coefficient of Variance	24%		
Number of Observations	3		
Variability	High		
Labor Market Mean		$ 5,397	--
Labor Market Median		$ 5,502	--
25th Percentile		$ 4,784	--
75th Percentile		$ 6,063	--
Percentile Rank		--	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Library Associate II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Library Associate II	$ 6,968	$ 8,285	18.9%
St Helena	*Library Associate II*	*$ 5,054*	*$ 6,143*	*21.5%*
American Canyon	No Comparable Class			
Benicia	No Comparable Class			
Calistoga	No Comparable Class			
Fairfield	No Comparable Class			
Healdsburg	No Comparable Class			
Lake County	No Comparable Class			
Napa	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			
Vacaville	No Comparable Class			
Vallejo	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	--		
Coefficient of Variance	I.D.		
Number of Observations	1		
Variability		**Market Value**	**Percent +/-**
Labor Market Mean		I.D.	--
Labor Market Median		I.D.	--
25th Percentile		I.D.	--
75th Percentile		I.D.	--
Percentile Rank		--	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Maintenance Worker II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
American Canyon	Maintenance Worker III	$ 6,306	$ 7,667	21.6%
Yountville	Maintenance Worker II	$ 6,275	$ 7,627	21.5%
Benicia	Field Utilities Streets Jrny	$ 6,264	$ 7,614	21.6%
Healdsburg	Utility Worker II	$ 6,173	$ 7,503	21.6%
Vacaville	Maintenance Wkr II-Strs	$ 6,047	$ 7,350	21.6%
Napa	Street Maintenance Worker II	$ 5,976	$ 7,219	20.8%
Napa County	Road Maintenance Worker II	$ 5,881	$ 6,985	18.8%
Calistoga	Maintenance Technician II	$ 5,704	$ 6,974	22.3%
Fairfield	Utility Worker II	$ 5,700	$ 6,929	21.6%
Rohnert Park	Maintenance Worker II (MW2)	$ 5,692	$ 6,918	21.6%
Santa Rosa	Skilled Maintenance Worker	$ 5,711	$ 6,800	19.1%
Petaluma	Street Mntce Worker II	$ 5,491	$ 6,677	21.6%
St Helena	***Maintenance Worker II***	***$ 5,470***	***$ 6,648***	***21.5%***
Lake County	Utility Worker II	$ 5,091	$ 6,188	21.6%
Vallejo	Public Works Maintenance Worker II	$ 4,879	$ 5,930	21.6%

		Market Value	Percent +/-
St Helena Rank	**13/15**		
Coefficient of Variance	**7%**		
Number of Observations	**14**		
Variability	**Moderate**		
Labor Market Mean		**$ 7,027**	**-5.70%**
Labor Market Median		**$ 6,980**	**-4.99%**
25th Percentile		**$ 6,829**	**-2.73%**
75th Percentile		**$ 7,465**	**-12.29%**
Percentile Rank		**15**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Maintenance Worker II - Underground Utilities

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Water Distribution Operator II	$ 6,790	$ 8,203	20.8%
Santa Rosa	Utilities Systems Operator II	$ 6,375	$ 7,751	21.6%
American Canyon	Maintenance Worker III	$ 6,306	$ 7,667	21.6%
Yountville	Maintenance Worker II	$ 6,275	$ 7,627	21.5%
Benicia	Field Utilities Streets Jrny	$ 6,264	$ 7,614	21.6%
Healdsburg	Utility Worker II	$ 6,173	$ 7,503	21.6%
Fairfield	Water Distribution Operator II	$ 6,139	$ 7,461	21.5%
Vacaville	Maintenance Wkr II-Fld Util	$ 6,047	$ 7,350	21.6%
Calistoga	Maintenance Technician II	$ 5,704	$ 6,974	22.3%
Rohnert Park	Collection System Operator II (CSO2)	$ 5,692	$ 6,918	21.6%
Petaluma	Utility Svc Worker II	$ 5,637	$ 6,848	21.5%
St Helena	***Maintenance Worker II - Underground Utilities***	***$ 5,470***	***$ 6,648***	***21.5%***
Vallejo	Water Maintenance Worker II	$ 5,258	$ 6,391	21.6%
Lake County	Utility Worker II	$ 5,091	$ 6,188	21.6%
Napa County	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**12/14**		
Coefficient of Variance	**8%**		
Number of Observations	**13**		
Variability	**Moderate**		
Labor Market Mean		**$ 7,269**	**-9.34%**
Labor Market Median		**$ 7,461**	**-12.23%**
25th Percentile		**$ 6,918**	**-4.07%**
75th Percentile		**$ 7,627**	**-14.73%**
Percentile Rank		**13**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Permit Technician II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Benicia	Permit Services Specialist	$ 8,273	$ 10,057	21.6%
Healdsburg	Development Services Technician II	$ 6,761	$ 8,249	22.0%
Fairfield	Building Permit Technician II	$ 6,776	$ 8,236	21.5%
Napa	Permit Technician	$ 6,721	$ 8,124	20.9%
Napa County	Permit Technician II	$ 6,793	$ 8,077	18.9%
Santa Rosa	Community Development Technician	$ 6,442	$ 7,845	21.8%
American Canyon	Permit Technician	$ 6,153	$ 7,479	21.5%
Rohnert Park	Building Permit Technician II (BPT2)	$ 6,039	$ 7,340	21.6%
Calistoga	Permit Technician	$ 5,973	$ 7,261	21.6%
Vallejo	Building Permit Technician II	$ 5,943	$ 7,223	21.6%
St Helena	***Permit Technician II***	***$ 5,941***	***$ 7,221***	***21.5%***
Petaluma	Permit Technician	$ 5,739	$ 6,977	21.6%
Vacaville	Permit Technician	$ 5,252	$ 6,384	21.6%
Lake County	Community Development Tech	$ 4,077	$ 4,954	21.5%
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**11/14**		
Coefficient of Variance	**16%**		
Number of Observations	**13**		
Variability	**High**		
Labor Market Mean		**$ 7,554**	**-4.62%**
Labor Market Median		**$ 7,479**	**-3.58%**
25th Percentile		**$ 7,223**	**-0.03%**
75th Percentile		**$ 8,124**	**-12.50%**
Percentile Rank		**25**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Plant Operator II - Water

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Healdsburg	Utility Operator	$ 8,332	$ 10,167	22.0%
American Canyon	Plant Operator II	$ 7,684	$ 9,341	21.6%
Yountville	Utilities Operator II	$ 7,629	$ 9,273	21.6%
Calistoga	Plant Operator II	$ 7,445	$ 9,102	22.3%
St Helena	***Plant Operator II - Water***	***$ 7,373***	***$ 8,962***	***21.6%***
Vacaville	Water Plant Operator II	$ 7,370	$ 8,958	21.5%
Fairfield	Water Plant Operator II	$ 7,297	$ 8,869	21.5%
Napa	Water Treatment Operator Trainee	$ 7,306	$ 8,827	20.8%
Benicia	Water Operator II	$ 6,872	$ 8,353	21.6%
Rohnert Park	Water System Operator III (WSO3)	$ 6,283	$ 7,636	21.6%
Lake County	Wtr/Wstwtr Trtmnt Plant Op II	$ 5,760	$ 7,001	21.5%
Vallejo	Water Treatment Plant Operator Trainee II	$ 5,527	$ 6,719	21.6%
Napa County	No Comparable Class			
Petaluma	No Comparable Class			
Santa Rosa	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**5/12**		
Coefficient of Variance	**12%**		
Number of Observations	**11**		
Variability	**High**		
Labor Market Mean		**$ 8,568**	**4.40%**
Labor Market Median		**$ 8,869**	**1.04%**
25th Percentile		**$ 7,995**	**10.79%**
75th Percentile		**$ 9,188**	**-2.52%**
Percentile Rank		**60**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Plant Operator II - WW

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Healdsburg	Utility Operator	$ 8,332	$ 10,167	22.0%
Santa Rosa	WW Operator II	$ 8,184	$ 10,047	22.8%
Petaluma	Water Recycling Plant Op II	$ 7,833	$ 9,519	21.5%
American Canyon	Plant Operator II	$ 7,684	$ 9,341	21.6%
Yountville	Utilities Operator II	$ 7,629	$ 9,273	21.6%
Calistoga	Plant Operator II	$ 7,445	$ 9,102	22.3%
Vacaville	Wastewater Plant Operator II	$ 7,389	$ 8,982	21.5%
St Helena	***Plant Operator II - WW***	***$ 7,373***	***$ 8,962***	***21.6%***
Benicia	Wastewater Operator II	$ 7,039	$ 8,556	21.6%
Lake County	Wtr/Wstwtr Trtmnt Plant Op II	$ 5,760	$ 7,001	21.5%
Fairfield	No Comparable Class			
Napa	No Comparable Class			
Napa County	No Comparable Class			
Rohnert Park	No Comparable Class			
Vallejo	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**8/10**		
Coefficient of Variance	**10%**		
Number of Observations	**9**		
Variability	**Moderate**		
Labor Market Mean		**$ 9,110**	**-1.65%**
Labor Market Median		**$ 9,273**	**-3.47%**
25th Percentile		**$ 8,982**	**-0.22%**
75th Percentile		**$ 9,519**	**-6.22%**
Percentile Rank		**24**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Plant Operator III - Water

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Vallejo	Water Treatment Plant Operator	$ 8,839	$ 10,744	21.6%
Napa	Water Treatment Operator	$ 8,767	$ 10,592	20.8%
American Canyon	Plant Operator III	$ 8,483	$ 10,312	21.6%
Calistoga	Senior Plant Operator	$ 8,165	$ 9,924	21.5%
St Helena	***Plant Operator III - Water***	***$ 8,146***	***$ 9,901***	***21.5%***
Vacaville	Water Plant Operator III	$ 7,370	$ 9,853	33.7%
Fairfield	Water Plant Operator III	$ 8,054	$ 9,790	21.6%
Benicia	Water Operator III	$ 7,559	$ 9,188	21.6%
Lake County	Wtr/Wstwtr Trtmnt Plant Op III	$ 6,358	$ 7,727	21.5%
Healdsburg	No Comparable Class			
Napa County	No Comparable Class			
Petaluma	No Comparable Class			
Rohnert Park	No Comparable Class			
Santa Rosa	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	**5/9**		
Coefficient of Variance	**10%**		
Number of Observations	**8**	**Market**	**Percent**
Variability	**Moderate**	**Value**	**+/-**
Labor Market Mean		**$ 9,766**	**1.36%**
Labor Market Median		**$ 9,889**	**0.12%**
25th Percentile		**$ 9,640**	**2.64%**
75th Percentile		**$ 10,382**	**-4.86%**
Percentile Rank		**52**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Plant Operator III - WW

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Santa Rosa	Senior Wastewater Plant Operator	$ 9,010	$ 11,062	22.8%
Petaluma	Water Recycling Plant Op III	$ 8,615	$ 10,478	21.6%
American Canyon	Plant Operator III	$ 8,483	$ 10,312	21.6%
Calistoga	Senior Plant Operator	$ 8,165	$ 9,924	21.5%
St Helena	***Plant Operator III - WW***	***$ 8,146***	***$ 9,901***	***21.5%***
Vacaville	Wastewater Plant Operator III	$ 8,126	$ 9,878	21.6%
Benicia	Wastewater Operator III	$ 7,743	$ 9,412	21.6%
Lake County	Wtr/Wstwtr Trtmnt Plant Op III	$ 6,358	$ 7,727	21.5%
Fairfield	No Comparable Class			
Healdsburg	No Comparable Class			
Napa	No Comparable Class			
Napa County	No Comparable Class			
Rohnert Park	No Comparable Class			
Vallejo	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	**5/8**		
Coefficient of Variance	**11%**		
Number of Observations	**7**	**Market**	**Percent**
Variability	**Moderate**	**Value**	**+/-**
Labor Market Mean		**$ 9,827**	**0.74%**
Labor Market Median		**$ 9,924**	**-0.23%**
25th Percentile		**$ 9,645**	**2.59%**
75th Percentile		**$ 10,395**	**-4.99%**
Percentile Rank		**42**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Recreation Supervisor

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Recreation Supervisor	$ 8,672	$ 10,477	20.8%
Fairfield	Park & Rec Supervisor	$ 8,463	$ 10,287	21.6%
Santa Rosa	Recreation Supervisor	$ 8,119	$ 9,685	19.3%
Vacaville	Recreation Supv	$ 7,885	$ 9,583	21.5%
Petaluma	Recreation Supervisor	$ 7,745	$ 9,410	21.5%
Healdsburg	Recreation Supervisor	$ 7,414	$ 9,047	22.0%
American Canyon	Recreation Supervisor	$ 7,315	$ 8,891	21.6%
St Helena	***Recreation Supervisor***	***$ 7,109***	***$ 8,641***	***21.6%***
Benicia	Recreation Supervisor	$ 7,053	$ 8,572	21.6%
Yountville	Recreation Supervisor	$ 6,987	$ 8,493	21.6%
Rohnert Park	Community Services Supervisor (CSSV)	$ 6,832	$ 8,305	21.6%
Calistoga	No Comparable Class			
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Vallejo	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**8/11**		
Coefficient of Variance	**8%**		
Number of Observations	**10**		
Variability	**Moderate**		
Labor Market Mean		**$ 9,275**	**-7.34%**
Labor Market Median		**$ 9,228**	**-6.80%**
25th Percentile		**$ 8,652**	**-0.13%**
75th Percentile		**$ 9,659**	**-11.78%**
Percentile Rank		**25**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Senior Civil Engineer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Senior Civil Engineer	$ 12,149	$ 14,677	20.8%
St Helena	*Senior Civil Engineer*	*$ 11,837*	*$ 14,387*	*21.5%*
Napa County	Senior Engineer	$ 11,851	$ 14,213	19.9%
American Canyon	Senior Civil Engineer	$ 11,409	$ 13,867	21.6%
Vacaville	Sr Civil Engineer	$ 11,246	$ 13,670	21.5%
Benicia	Senior Civil Engineer	$ 11,101	$ 13,493	21.6%
Petaluma	Senior Civil Engineer	$ 10,991	$ 13,362	21.6%
Healdsburg	Senior Civil Engineer	$ 10,820	$ 13,203	22.0%
Fairfield	Civil Engineer Sr	$ 10,570	$ 12,847	21.5%
Vallejo	Senior Civil Engineer	$ 10,501	$ 12,763	21.6%
Calistoga	Senior Civil Engineer	$ 10,381	$ 12,618	21.6%
Rohnert Park	Senior Engineer (SRENG)	$ 9,654	$ 11,734	21.6%
Lake County	No Comparable Class			
Santa Rosa	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**2/12**		
Coefficient of Variance	**6%**		
Number of Observations	**11**		
Variability	**Low**		
Labor Market Mean		**$ 13,314**	**7.46%**
Labor Market Median		**$ 13,362**	**7.12%**
25th Percentile		**$ 12,805**	**10.99%**
75th Percentile		**$ 13,769**	**4.30%**
Percentile Rank		**94**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Underground Utilities Superintendent

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Benicia	Public Works Maint Supt	$ 12,151	$ 14,769	21.6%
Napa County	Public Works Superintendent	$ 11,563	$ 14,023	21.3%
Vacaville	PW Superintendent	$ 11,271	$ 13,702	21.6%
Vallejo	Water Distribution Superintendent	$ 10,598	$ 12,882	21.6%
Fairfield	Street Maintenance Manager	$ 10,312	$ 12,534	21.5%
Petaluma	Assistant Operations Mgr	$ 10,090	$ 12,269	21.6%
Santa Rosa	Street Maintenance Superintendent	$ 9,420	$ 12,222	29.7%
Napa	Street Field Supervisor	$ 8,429	$ 10,183	20.8%
St Helena	***Underground Utilities Superintendent***	***$ 8,338***	***$ 10,134***	***21.5%***
Yountville	PW Supervisor	$ 8,069	$ 9,808	21.6%
American Canyon	Maintenance Supervisor	$ 7,877	$ 9,575	21.6%
Lake County	Utility Area Superintendent	$ 7,372	$ 8,961	21.6%
Rohnert Park	Facilities Maintenance Supervisor (FMS)	$ 7,108	$ 8,640	21.5%
Calistoga	No Comparable Class			
Healdsburg	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**9/13**		
Coefficient of Variance	**18%**		
Number of Observations	**12**		
Variability	**High**		
Labor Market Mean		**$ 11,631**	**-14.77%**
Labor Market Median		**$ 12,245**	**-20.83%**
25th Percentile		**$ 9,749**	**3.80%**
75th Percentile		**$ 13,087**	**-29.14%**
Percentile Rank		**35**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Dispatcher

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Public Safety Dispatcher II	$ 7,559	$ 9,133	20.8%
Santa Rosa	Communications Dispatcher	$ 7,060	$ 9,007	27.6%
Vacaville	Public Safety Dispatcher	$ 7,179	$ 8,727	21.6%
Vallejo	Communications Operator II	$ 7,131	$ 8,667	21.6%
Fairfield	Dispatcher II	$ 7,037	$ 8,554	21.6%
Benicia	Public Safety Dispatcher II	$ 6,494	$ 7,894	21.6%
Petaluma	Public Safety Dispatch	$ 6,375	$ 7,757	21.7%
Healdsburg	Police Dispatcher II	$ 6,354	$ 7,738	21.8%
Rohnert Park	Public Safety Dispatcher II (PSD2)	$ 6,245	$ 7,591	21.5%
Calistoga	Public Safety Dispatcher	$ 5,934	$ 7,253	22.2%
St Helena	***Dispatcher***	***$ 5,959***	***$ 7,243***	***21.5%***
Lake County	Public Safety Dispatcher II	$ 5,091	$ 6,188	21.6%
American Canyon	No Comparable Class			
Napa County	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	**11/12**		
Coefficient of Variance	**11%**		
Number of Observations	**11**		
Variability	**Moderate**	**Market Value**	**Percent +/-**
Labor Market Mean		**$ 8,046**	**-11.09%**
Labor Market Median		**$ 7,894**	**-8.98%**
25th Percentile		**$ 7,665**	**-5.82%**
75th Percentile		**$ 8,697**	**-20.07%**
Percentile Rank		**10**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Police Officer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Deputy Sheriff II	$ 10,215	$ 12,263	20.1%
Fairfield	Police Officer	$ 8,747	$ 12,251	40.1%
Napa	Police Officer	$ 9,408	$ 12,017	27.7%
Santa Rosa	Police Officer	$ 8,676	$ 11,614	33.9%
Vacaville	Police Officer	$ 9,337	$ 11,343	21.5%
Benicia	Police Officer	$ 9,034	$ 10,981	21.6%
Vallejo	Police Officer	$ 8,564	$ 10,931	27.6%
Petaluma	Police Officer	$ 8,382	$ 10,194	21.6%
Healdsburg	Police Officer	$ 8,262	$ 10,042	21.6%
St Helena	***Police Officer***	***$ 8,235***	***$ 10,010***	***21.6%***
Rohnert Park	Public Safety Officer II (PSO2)	$ 7,731	$ 9,866	27.6%
Calistoga	Police Officer	$ 7,536	$ 9,214	22.3%
Lake County	Deputy Sheriff II	$ 6,516	$ 7,921	21.6%
American Canyon	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	**10/13**		
Coefficient of Variance	**12%**		
Number of Observations	**12**		
Variability	**High**	**Market Value**	**Percent +/-**
Labor Market Mean		**$ 10,720**	**-7.09%**
Labor Market Median		**$ 10,956**	**-9.45%**
25th Percentile		**$ 9,998**	**0.12%**
75th Percentile		**$ 11,715**	**-17.03%**
Percentile Rank		**26**	

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LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Property & Evidence Technician

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Evidence Technician	$ 6,653	$ 7,925	19.1%
Santa Rosa	Police Property Evidence Tech	$ 5,912	$ 7,545	27.6%
Napa	Police Property Technician	$ 6,188	$ 7,475	20.8%
Vacaville	Evidence Technician II	$ 6,088	$ 7,400	21.6%
Calistoga	Public Safety Community Services Officer	$ 5,934	$ 7,253	22.2%
St Helena	***Property & Evidence Technician***	***$ 5,959***	***$ 7,243***	***21.5%***
Benicia	Community Service Officer II	$ 5,891	$ 7,160	21.6%
Petaluma	Evidence Technician	$ 5,824	$ 7,077	21.5%
Rohnert Park	Property Technician (PRPT)	$ 5,608	$ 6,816	21.6%
Vallejo	Police Assistant	$ 5,527	$ 6,719	21.6%
Healdsburg	Police Technician	$ 5,279	$ 6,435	21.9%
Fairfield	Police Property Specialist II	$ 5,164	$ 6,277	21.6%
Lake County	Evidence Technician II	$ 4,177	$ 5,079	21.6%
American Canyon	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**6/13**		
Coefficient of Variance	**11%**		
Number of Observations	**12**		
Variability	**High**		
Labor Market Mean		**$ 6,930**	**4.32%**
Labor Market Median		**$ 7,119**	**1.72%**
25th Percentile		**$ 6,648**	**8.22%**
75th Percentile		**$ 7,419**	**-2.43%**
Percentile Rank		**63**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Records Supervisor

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Police Records Bureau Administrator	$ 9,469	$ 11,441	20.8%
Vallejo	Police Record Manager	$ 9,378	$ 11,399	21.6%
Fairfield	Police Support Supervisor	$ 8,257	$ 10,036	21.5%
Santa Rosa	Records Supervisor	$ 7,670	$ 9,824	28.1%
Vacaville	Police Records Supv	$ 7,885	$ 9,583	21.5%
Healdsburg	Police Records Supervisor	$ 7,432	$ 9,034	21.6%
St Helena	***Records Supervisor***	***$ 7,153***	***$ 8,694***	***21.5%***
Napa County	Supv Sheriffs Records Tech	$ 7,242	$ 8,627	19.1%
Petaluma	Police Records/Evidence Supervisor	$ 6,984	$ 8,499	21.7%
Rohnert Park	Property and Records Supervisor (PARS)	$ 6,832	$ 8,305	21.6%
Benicia	Police Records Supervisor	$ 6,276	$ 7,628	21.6%
American Canyon	No Comparable Class			
Calistoga	No Comparable Class			
Lake County	No Comparable Class			
Yountville	No Comparable Class			

St Helena Rank	**7/11**		
Coefficient of Variance	**14%**		
Number of Observations	**10**		
Variability	**Moderate**	**Market Value**	**Percent +/-**
Labor Market Mean		**$ 9,438**	**-8.55%**
Labor Market Median		**$ 9,308**	**-7.07%**
25th Percentile		**$ 8,531**	**1.88%**
75th Percentile		**$ 9,983**	**-14.83%**
Percentile Rank		**35**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Sergeant

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Fairfield	Police Sergeant (Aa)	$ 12,909	$ 15,691	21.6%
Santa Rosa	Police Sergeant	$ 11,449	$ 15,526	35.6%
Napa	Police Sergeant	$ 11,585	$ 14,767	27.5%
Napa County	Sergeant	$ 11,953	$ 14,444	20.8%
Vacaville	Police Sergeant	$ 13,515	$ 14,190	5.0%
Benicia	Police Sergeant	$ 10,841	$ 13,177	21.6%
Vallejo	Police Sergeant	$ 10,271	$ 13,109	27.6%
Rohnert Park	Public Safety Sergeant (PSGT)	$ 9,419	$ 12,628	34.1%
Healdsburg	Police Sergeant	$ 10,341	$ 12,569	21.6%
Petaluma	Police Sergeant	$ 10,010	$ 12,163	21.5%
St Helena	***Sergeant***	***$ 9,886***	***$ 12,016***	***21.5%***
Calistoga	Police Sergeant	$ 8,941	$ 10,934	22.3%
Lake County	Deputy Sheriff Sergeant	$ 7,557	$ 9,185	21.5%
American Canyon	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**11/13**		
Coefficient of Variance	**14%**		
Number of Observations	**12**		
Variability	**High**		
Labor Market Mean		**$ 13,199**	**-9.84%**
Labor Market Median		**$ 13,143**	**-9.38%**
25th Percentile		**$ 12,468**	**-3.76%**
75th Percentile		**$ 14,525**	**-20.88%**
Percentile Rank		**17**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Fire Captain

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Vacaville	Fire Captain		$ 13,538	
Fairfield	Fire Captain	$ 11,095	$ 13,485	21.5%
Napa	Fire Captain	$ 10,680	$ 13,426	25.7%
Santa Rosa	Fire Captain	$ 10,951	$ 13,142	20.0%
Benicia	Fire Captain	$ 10,430	$ 12,677	21.6%
Vallejo	Fire Captain (56.3 Hour Week)	$ 10,257	$ 12,468	21.6%
Rohnert Park	Fire Assignment Sergeant (FSGT)	$ 9,162	$ 12,284	34.1%
Petaluma	Fire Captain	$ 10,032	$ 12,163	21.2%
Healdsburg	Fire Captain	$ 9,404	$ 11,475	22.0%
St Helena	***Fire Captain***	***$ 9,136***	***$ 11,105***	***21.6%***
Calistoga	Fire Captain	$ 8,986	$ 10,922	21.5%
American Canyon	No Comparable Class			
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**10/11**		
Coefficient of Variance	**7%**		
Number of Observations	**10**		
Variability	**Low**		
Labor Market Mean		**$ 12,558**	**-13.08%**
Labor Market Median		**$ 12,573**	**-13.22%**
25th Percentile		**$ 12,193**	**-9.80%**
75th Percentile		**$ 13,355**	**-20.26%**
Percentile Rank		**4**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Firefighter

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa	Firefighter	$ 8,830	$ 11,115	25.9%
Vacaville	Firefighter II	$ 8,852	$ 10,760	21.6%
Fairfield	Fire Fighter	$ 8,666	$ 10,534	21.6%
Santa Rosa	Firefighter	$ 8,656	$ 10,392	20.1%
Vallejo	Fire Fighter (56.3 Hour Week)	$ 8,428	$ 10,244	21.6%
Benicia	Firefighter	$ 8,191	$ 9,956	21.6%
Petaluma	Fire Fighter	$ 7,956	$ 9,640	21.2%
Rohnert Park	Fire Public Safety Officer II (FPSO2)	$ 7,519	$ 9,597	27.6%
Healdsburg	Firefighter	$ 7,707	$ 9,404	22.0%
St Helena	***Firefighter***	***$ 7,615***	***$ 9,256***	***21.5%***
Calistoga	Fire Fighter	$ 7,391	$ 8,985	21.6%
American Canyon	No Comparable Class			
Lake County	No Comparable Class			
Napa County	No Comparable Class			
Yountville	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**10/11**		
Coefficient of Variance	**7%**		
Number of Observations	**10**		
Variability	**Low**		
Labor Market Mean		**$ 10,063**	**-8.71%**
Labor Market Median		**$ 10,100**	**-9.12%**
25th Percentile		**$ 9,608**	**-3.80%**
75th Percentile		**$ 10,498**	**-13.42%**
Percentile Rank		**7**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Librarian

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Woodland	Library Program Manager II	$ 7,421	$ 9,471	27.6%
Napa County	Librarian II	$ 7,885	$ 9,422	19.5%
San Rafael	Librarian II	$ 7,478	$ 9,090	21.6%
Marin County	Librarian II	$ 7,170	$ 8,535	19.0%
Belvedere-Tiburon	Experienced Librarian	$ 6,680	$ 8,527	27.6%
Solano County	Librarian	$ 6,304	$ 7,663	21.6%
St Helena	*Librarian II*	*$ 6,296*	*$ 7,653*	*21.6%*
Benicia	Librarian II	$ 6,279	$ 7,632	21.6%

St Helena Rank	**7/8**		
Coefficient of Variance	**9%**		
Number of Observations	**7**	**Market**	**Percent**
Variability	**Low**	**Value**	**+/-**
Labor Market Mean		**$ 8,620**	**-12.64%**
Labor Market Median		**$ 8,535**	**-11.52%**
25th Percentile		**$ 8,095**	**-5.78%**
75th Percentile		**$ 9,256**	**-20.95%**
Percentile Rank		**11**	

PublicPay™

ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Library Associate II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Napa County	Library Associate II	$ 6,968	$ 8,285	18.9%
Marin County	Library Technical Assistant II	$ 5,475	$ 6,637	21.2%
Solano County	Library Associate	$ 5,457	$ 6,633	21.6%
Belvedere-Tiburon	Library Specialist	$ 5,110	$ 6,524	27.7%
St Helena	***Library Associate II***	***$ 5,054***	***$ 6,143***	***21.5%***
Benicia	Library Technician II	$ 4,527	$ 5,502	21.6%
Woodland	Library Technical Assistant II	$ 3,845	$ 4,907	27.6%
San Rafael	No Comparable Class			

		Market Value	Percent +/-
St Helena Rank	**5/7**		
Coefficient of Variance	**18%**		
Number of Observations	**6**		
Variability	**High**		
Labor Market Mean		**$ 6,415**	**-4.42%**
Labor Market Median		**$ 6,579**	**-7.09%**
25th Percentile		**$ 5,757**	**6.28%**
75th Percentile		**$ 6,636**	**-8.03%**
Percentile Rank		**33**	

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ST HELENA
LABOR MARKET SALARY SURVEY

Statistics computed using range Control Point/Max

Deputy Director of Community Services - Library

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Marin County	Directof of County Library Services	$ 18,819	$ 20,745	10.2%
San Rafael	Library and Recreation Director	$ 16,602	$ 20,180	21.6%
Napa County	Director of Library Services	$ 16,061	$ 19,486	21.3%
Solano County	Director of Library Services	$ 15,954	$ 19,392	21.6%
Belvedere-Tiburon	Library Director	$ 13,255	$ 16,920	27.6%
Benicia	Library Superintendent	$ 13,133	$ 15,964	21.6%
St Helena	*Deputy Director of Community Services - Library*	*$ 11,784*	*$ 14,323*	*21.5%*
Woodland	Library Services Director	$ 10,410	$ 13,283	27.6%

		Market Value	Percent +/-
St Helena Rank	**7/8**		
Coefficient of Variance	**15%**		
Number of Observations	**7**		
Variability	**High**		
Labor Market Mean		**$ 17,996**	**-25.64%**
Labor Market Median		**$ 19,392**	**-35.39%**
25th Percentile		**$ 16,442**	**-14.79%**
75th Percentile		**$ 19,833**	**-38.47%**
Percentile Rank		**6**	

Report by Capital Improvement Plan Needs Subcommittee

To: City of St. Helena Finance Committee

Date: For July 16, 2026, Finance Committee Meeting

Introduction

The Subcommittee—**Gregg Dawley, Garry Rose, and Chris Warner**—worked with Public Works Director **Joe Leach**, Administrative Services Director **Mandy Kellogg**, and their teams to review the City's Capital Improvement Plan (CIP) and related budgets, forecasts, and project schedules.

Methodology and Review

The Subcommittee's review focused on current and forecast **General Fund** expenditures for Civic Improvement and Streets CIP projects and on annual maintenance, repairs, and renovations for City-owned buildings, streets, sidewalks, equipment, and stormwater facilities. **Water and Wastewater Enterprise** projects, which are self-funded through non-General Fund water and wastewater rates and debt service, were excluded from this General Fund evaluation.

Over several months in 2025–2026 the Subcommittee met with staff and consultants and reviewed key materials, including:

- The adopted CIP, the City's **"CIP Dashboard"**, and the preliminary draft **2027–2031 CIP** presented to the ATSC Committee on April 1, 2026. See **CIP Interactive Dashboard | St Helena, CA**; **Active Transportation and Sustainability Committee • Agendas & Minutes • CivicClerk**; see also "Streets Master Plan," **City Council Special Meeting • Agendas & Minutes • CivicClerk**.
- Design, engineering, and construction cost escalation factors used for 2027–2031 forecasts (sensitivity analysis of unit costs).
- Sources, uses, and forecasted availability of City funds supporting CIP projects, including **General Fund**, **Measures U and T**, required annual **maintenance of effort (MOE)**, and other previously funded non-General Fund sources (Civic Impact reserves, Equipment

Replacement, Fire Equipment Replacement, and grants). See **City Council Meeting • Agendas & Minutes • CivicClerk** (March 10, 2026 updated adopted City Budget).[1]

- The 2018 citizens committee **SHAPE Committee** report and **EMG Corporation** assessments of building capital and repair needs; staff provided a consolidated rollup of EMG priorities. See **[DISBANDED] St. Helena Assets Planning Engagement (SHAPE) Committee | St Helena, CA**.
- Very limited documentation of building capital repairs completed since 2018.
- Updated 2026 walkthrough inspections of the **Carnegie Building, Library, and Fire Department**, which identified needed repairs but were not sufficient for formal cost estimating or General Fund expenditure forecasting.

The core question the Subcommittee was tasked to answer was whether forecasted CIP General Fund projects over the next five years would require incremental General Fund expenditures beyond what is already budgeted in fiscal years 2026 and 2027.

Findings and Recommendations

Streets, Sidewalks, and Storm Drains

- **Funding outlook:** Based on staff consultation and current non-General Fund revenue estimates and forecasts, **sustained and stable funding** for Streets and Sidewalks CIP projects appears likely for the 2027–2031 period without the need for incremental General Fund expenditures beyond those included in the existing adopted FY 2026 and 2027 budgets. Current funding—including **Measure U and T**—should support reasonable Pavement Condition Index (PCI) goals and achieve a **PCI target of 70** without the need for incremental General Fund expenditures beyond existing budgets.
- **Risks:** If the City Council adopts a higher PCI target or if Measure U/T revenues decline materially, **additional General Fund support** may be required. Unit cost escalation assumptions are reasonable today but should be **updated annually**; significant escalation could increase General Fund needs. See **DGS California Construction Cost Index CCCI** for example escalation factors.
- **Conclusion: No additional annual General Fund CIP expenditures** (beyond budgeted MOE "maintenance of effort" requirements) for compliance or service-level Streets, Sidewalks, or stormwater projects are anticipated over the five-year forecast, assuming current revenue and cost assumptions hold.
- **Aspirational projects:** Major Street extensions and City building projects in the 2026 Streets Master Plan and Parks and Recreation Master Plan are **aspirational**, not essential for public health or safety. If reclassified as compliance or service-level, they would require additional General Fund dollars unless offset by federal or state funding. This includes the $300,000 per year in annual Vine Trail extension funding that by City Council resolution is "aspirational" because subject to prior approval by the City Council based on availability of revenues and General Funds and priorities for essential services.

[1] At the March 10, 2026 FY 2026 mid-year budget update, City staff identified the following already funded reserve funds available for CIP-related purposes: Civic Impact $960,375; Equipment Replacement Fund $586,646; Fire Equipment Replacement $507,503; Capital Project Planning $271,727; Park Impact $943,285.

City-owned Assets (Buildings and Equipment)

- **Current state:** Since the 2018 SHAPE and EMG assessments, CIP spending on building maintenance and capital repairs has been limited. Routine maintenance has not been consistently budgeted beyond essential repairs to maintain occupancy and services.
- **Inspections and data gaps:** The City consultant's 2026 walkthroughs at the request of the Finance Committee identified some needed repairs for the Library, Fire Department and Carnegie Building but **did not produce capital-project-level assessments** adequate for reliable capital project design or cost forecasting.
- **Recommendation — professional assessments:** The City should commission **updated, capital-project-level replacement and repair studies** for each City building. These studies will enable accurate forecasting of maintenance and capital needs and support consideration of an annual General Fund contribution to a **sinking fund** for building upkeep and equipment replacement. The City should also dedicate an **in-house resource** to maintain ongoing professional assessments of building conditions, and insure budgeted repairs and maintenance are completed.
- **Lease negotiations:** The City Manager noted that **lease renewal negotiations** with Napa Community College for City Hall may include requests for the City to share capital or maintenance costs. The Subcommittee believes the City has significant leverage in those negotiations; however, any new lease obligations would need to be reflected in future General Fund budgets.
- **Near-term funding approach:** Before adding new General Fund dollars, the City should **aggressively pursue existing fully funded reserve funds** as a near- to mid-term solution for building maintenance, repairs, and equipment replacement, such as from the collective $3.3 million held in the reserve funds identified in footnote 1, above.
- **Placeholder contribution:** If current reserves for building maintenance and repairs prove insufficient, the Subcommittee recommends considering an **annual General Fund "placeholder" contribution—approximately $100,000 per year**—to a sinking fund for building and equipment maintenance. This figure is conservative and should be reduced by any funding already included in the 2026–2027 budgets, special reserve funds already funded, or private contributions from nonprofit partners (Library, Fire Department, Parks and Recreation).
- **City Hall uncertainty:** No reliable estimate of potential City obligations for the City Hall lease renewal can be made now due to pending lease negotiations and the typical lessor responsibility for long-term capital repairs. Any new obligations must be incorporated into future budgets if they arise.

Implementation Notes

- **Annual updates:** Update unit cost escalation assumptions and funding forecasts **annually** to capture market changes and maintain accurate budgeting.
- **Prioritization:** If the Council reclassifies aspirational projects as service related or compliance, staff should identify offsetting funding sources (grants, restricted funds, federal, state and County funds) before adding General Fund commitments.

- **Transparency:** Maintain clear, public documentation of building condition assessments, reserve balances, and any proposed sinking-fund contributions to support Council and community decision-making and public transparency and trust.

Conclusion

The Subcommittee thanks City staff and consultants for their support. We are available to answer questions from the full Finance Committee and recommend that the Committee adopt these findings and recommendations for inclusion in its comprehensive report to the City Council.

Dated: July 16, 2026

Capital Improvement Plan (CIP) Needs Subcommittee

Gregg Dawley
Garry Rose
Chris Warner

CITY OF ST. HELENA FINANCE COMMITTEE

Assessment of City Unfunded CalPERS Liability

TO:	Finance Committee
FROM:	Finance Sub-Committee on Unfunded Pension Liability (Gregg Dawley and Richard Garber)
CC:	Council Member Aaron Barak and Director Mandy Kellogg
DATE:	May 2026 for consideration at July 16, 2026 Committee Meeting
SUBJECT:	CalPERS UAL Additional Discretionary Payment Analysis and Recommendation

I. Executive Summary

The City of St. Helena participates in the California Public Employees' Retirement System (CalPERS) and currently carries an estimated Unfunded Actuarial Liability (UAL) of $14.3 million as of June 30, 2025, with a funding ratio of 77.7% against a total Actuarial Accrued Liability (AAL) of approximately $61 million. This report examines the feasibility and financial merit of implementing an Additional Discretionary Payment (ADP) strategy to (i) **build a reasonable reserve** and (ii) **accelerate the City's pension funding toward 85% or 90% funded status** over a 10- or 15-year horizon.

The Sub-Committee recommends a phased, two-stage approach. In Stage 1 (Years 1–5), the Sub-Committee recommends ADP of $450,000–$600,000 annually be fully funded into a Section 115 Trust reserve, with a goal of accumulating 3% to 5% of current AAL — approximately $1.83M–$3.05M by Year 5. This reserve provides a critical financial safety net against CalPERS investment losses and potential discount rate reductions before any funds are irrevocably committed to CalPERS. In Stage 2 (Year 6 onward), the City pivots to direct CalPERS payments targeting shorter post-ramp amortization layers, using both ongoing ADPs and reserve funds strategically.

The recommendation to fully fund the reserve during Stage 1 before making direct payments to CalPERS is grounded in the current mandatory UAL payment schedule. Required UAL amortization payments are projected to be stable and predictable over the five-year reserve-building period at slightly over $1.5 million annually starting in FY 2027. This favorable 5-year payment trajectory means the City is not under immediate pressure to accelerate principal reduction, making the Stage 1 window well-suited for building financial reserves and flexibility before committing funds irrevocably to CalPERS.

The sub-committee recognizes that Staff and City Council have the discretion, and under changing conditions, can toggle between funding the reserve and paying down older layers of increased UAL that carry an interest charge of 6.8%. They can also make adjustments to the level of ADP. We encourage that this be reviewed annually with insight from the Staff, Finance Committee and outside actuarial consultant.

Key Financial Parameters at a Glance

Metric	Value
Total Actuarial Accrued Liability (AAL)	~$61 Million
Estimated UAL Balance (6/30/2025)	$14.3 Million
Current Funding Level	77.7%
FY 2025-26 Normal Cost Payment	$955,300
FY 2025-26 Mandatory UAL Payment	$1,365,800
Total Required FY 2025-26 Contribution	$2,321,100
Year 5 Reserve Target (3%–5% of AAL)	$1.83M – $3.05M
Year 10 – 15 Funding Level Target	85% to 90%

II. CalPERS System Background, Current Status & Trends

A. System Overview

CalPERS is the largest public pension fund in the United States, managing approximately $500 billion in assets on behalf of more than 2 million members across over 3,000 employer agencies. The City of St. Helena sponsors an employee pension plan through CalPERS, providing eligible employees a defined monthly retirement benefit for life based on years of service, final average compensation, and an age factor — creating contractually guaranteed obligations that must be pre-funded.

B. Recent CalPERS Financial Performance

CalPERS has experienced significant investment volatility in recent years, which directly drives changes in employer UAL and required contribution rates:

- FY 2020-21: +21.3%, the strongest year in decades, providing UAL relief across all employer plans net of a discount rate reduction in the same year.
- FY 2021-22: -6.1%, one of the worst years in recent history, substantially increasing UALs systemwide.
- FY 2022-23: +5.8%, slightly below target and generating additional actuarial losses.
- FY 2023-24: +9.3%, above the assumed rate, providing some UAL relief.
- FY 2024-25: +12.1%, reducing the UAL balance by an estimated $2.0M.

The net effect of these swings is reflected in St. Helena's current 77.7% funding ratio. Systemwide, most cities, particularly those in the same size range as St. Helena, fall below the 80% funding level.

C. Key CalPERS Policy Changes Affecting Employers

- Discount Rate Reduction: CalPERS has reduced its targeted rate of return over time from 7.75% in 2015 to 6.8% today, with each reduction mechanically increasing employer UALs by raising the present value of future obligations.
- Amortization Policy: New UAL layers are amortized over 20 years (30 years prior to 2019), using a two-year lag followed by a 5-year ramp-up to ease the impact of higher mandatory payments resulting from investment losses.

D. Risk Factors Relevant to St. Helena

- Investment Return Risk: Each 1% shortfall below the 6.8% discount rate can increase the City's UAL by an estimated $400,000 to $500,000 and raise required employer contributions in subsequent years, through the end of the 5-year ramp up, by $25,000 to $35,000 per year.
- Assumption & Demographic Risk: Future reductions in the discount rate or updates to mortality tables (members living longer) would increase the UAL without any market event — the downside scenario in Section VII models the impact of a rate reduction.
- Concentrated Employer Risk: As a smaller employer, St. Helena's plan is particularly sensitive to its own member demographics; a single significant retirement or disability claim can meaningfully shift actuarial calculations. **Note: Analysis does not factor in the impact of the recent retirement of the City Manager.**

III. St. Helena's Pension Liability: Structure and Required Payments

A. The City's Total Pension Obligation (@ June 2025)

The City's total pension obligation — the present value of all future benefits owed to current employees, retirees, and beneficiaries — is the Actuarial Accrued Liability (AAL), estimated at approximately $60M–$62M. The portion pre-funded through CalPERS trust assets (~$46M–$48M) is the plan's asset value. The gap is the Unfunded Actuarial Liability (UAL) estimated at $14.3M as of June 30, 2025.

Component	Estimated Amount (FY 2024-25)
Total Actuarial Accrued Liability (AAL)	~$60M–$62M
Actuarial Value of Plan Assets	~$46M–$48M
Unfunded Actuarial Liability (UAL)	**$14.3M (estimated at 6/30/2025)**
Funded Ratio (Assets ÷ AAL)	77.7%

The City's UAL has fluctuated significantly over the past six years, reflecting the volatility of CalPERS investment returns described in Section II. The sharp decline in 2021 followed CalPERS's exceptional +21.3% return; the subsequent surge in 2022 and 2023 resulted primarily from the -6.1% loss in FY 2021-22 and the discount rate reduction phased in over that period. The improvement from 2023 to 2025 reflects two straight years of above target returns.

FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 (Est.)
$13.7M	$9.4M	$15.4M	$16.3M	$16.0M	$14.3M

The UAL accumulates from four sources, each tracked by CalPERS as a separate amortization layer with its own repayment schedule. Investment under/over performance is the largest driver — when actual returns fall below or above the 6.8% target. Assumption changes (such as discount rate reductions) increase the present value of obligations. Legacy benefit tiers adopted before PEPRA's 2013 reforms carry higher cost formulas whose residual liability remains in the City's UAL. Finally, demographic experience variances — members retiring earlier or living longer than projected — generate gain or loss layers at each valuation.

C. How Annual Required Payments Are Calculated

The City's annual Minimum Required Contribution (MRC) has two components. The Normal Cost (~$955,300 in FY 2025-26) is the present value of benefits earned by active employees in the current year — it grows with payroll and cannot be reduced by ADPs. The UAL Amortization Payment (~$1,365,100) is the sum of scheduled installments across all outstanding layers, each structured as a level-dollar payment (5-year ramping for investment gains and losses) sufficient to retire that layer's principal and interest at 6.8% over its remaining term. Any payment above the $2,321,100 MRC in FY 2025/26 would be an Additional Discretionary Payment.

Payment Component	FY 2025-26 Amount	Can ADP Reduce?
Normal Cost (ongoing benefit accrual)	$955,300	No
Mandatory UAL Amortization Payment	$1,365,800	Yes — over time
Minimum Required Contribution (MRC)	**$2,321,100**	Partially
Additional Discretionary Payment (ADP)	Voluntary	Directly reduces future UAL payments

IV. Assessment of Additional Discretionary Payments (ADP)

A. What is an ADP?

An Additional Discretionary Payment is any voluntary payment to CalPERS above the Minimum Required Contribution aimed at accelerating pension funding. An ADP strategy can take two forms – or blend both. Direct payments to CalPERS are applied immediately to UAL amortization layers, reducing the principal on which CalPERS charges 6.8% interest; these payments are irrevocable and maximize long-term interest savings. Contributions to a Section 115 Trust reserve are held in a City-controlled trust, conservatively invested and deployable in future years to pay down principal or supplement annual contributions; these preserve flexibility and buffer against actuarial shocks.

B. Advantages of an ADP Strategy

- Each dollar paid directly to CalPERS avoids 6.8% compounding interest for the life of the targeted layer. Lower required annual payments:
- Reserve contributions likely earn less but preserve the option to deploy funds when actuarial conditions are most favorable. Strategic flexibility:
- Both vehicles improve the City’s ability to absorb market downturns – direct payments by raising the funding ratio, the reserve by providing a buffer against contribution spikes. Reduced Contribution Volatility:

C. Risks and Tradeoffs

- Funds paid to CalPERS cannot be returned. The City permanently foregoes alternative uses — capital projects, emergency reserves, or debt retirement. Irrevocability:
- The reserve will likely earn a lower yield vs. the 6.8% benefit from direct payments. Return differential:
- ADPs of $450K–$600K on top of the $2.3M MRC creates a total annual pension obligation of up to $2.9M, which may strain the general fund in lean years. Cash Flow Pressure:

D. Projected ADP Funding Scenarios

Estimated annual ADP amounts to achieve each target, assuming 6.8% CalPERS returns and 2.8% annual payroll growth.

Scenario	Annual ADP	Target	Timeline	Est. Total Cost
Base (No ADP)	$0	~82%	15 yrs	$18.0M
ADP — 85% in 10 Years	~$550K–$700K	85%	10 yrs	~$23.5M
ADP — 85% in 10–11 Years ★ Recommended	**~$450K–$600K**	**85%**	**10–11 yrs**	**~$23.0M–$23.5M**
ADP — 85% in 15 Years	~$350K–$500K	85%	15 yrs	~$21.5M
ADP — 90% in 10 Years	~$900K–$1.1M	90%	10 yrs	~$26.5M
ADP — 90% in 15 Years	~$600K–$800K	90%	15 yrs	~$24.0M

Note: 'Est. Total Cost' includes required contributions plus ADPs over the full target period.

V. Reserve-First Strategy: Section 115 Pension Trust

A. The Case for Building a Reserve Before Direct CalPERS Payments

The Sub-Committee recommends that in Years 1 through 5, the City direct its full annual ADP into a Section 115 Trust reserve rather than making direct payments to CalPERS. This sequencing reflects a deliberate judgment: before irrevocably committing funds to CalPERS, the City should first establish a financial buffer sufficient to withstand the most significant risks facing its pension program — namely, a sizable investment loss, or sequence of losses, or a reduction in the discount rate.

The downside scenario analyzed in Section VII illustrates why this matters. If CalPERS reduces its discount rate from 6.8% to 6.5% in Year 4 — a plausible outcome given global return expectations — the City's UAL could increase by $2.0M–$2.5M in a single valuation cycle, raising required mandatory contributions at the same time the City has fully deployed its available reserves. A Section 115 reserve allows the City to absorb that spike without cutting services, suspending the ADP, or drawing on the general fund.

B. Year 5 Reserve Target: 3%–5% of AAL

The Sub-Committee recommends a Year 5 reserve target of 3%–5% of the City's total Actuarial Accrued Liability. With the AAL currently estimated at approximately $61 million, this equates to a reserve of $1.83M–$3.05M. This benchmark is grounded in pension finance practice: a reserve of 3%–5% of total liability provides meaningful protection against actuarial shocks (but not black swan events like 2008/2009, or worse) without tying up an excessive share of discretionary funds.

Reserve Level	Amount (3%–5% of $61M AAL)	Annual ADP Required (5 Years)
Minimum (3% of AAL)	$1.83 Million	~$365,000/year
Midpoint (4% of AAL)	$2.44 Million	~$490,000/year
Target (5% of AAL) * Recommended	$3.05 Million	~$610,000/year

At the recommended $600,000 annual ADP — the highpoint of the $450K–$600K range — the City would accumulate $3.0M over five years before investment earnings, reaching approximately 5% of AAL and the highpoint of the 3%–5% range. **This amount: (1) provides roughly 2 years of mandatory UAL payment coverage as a buffer; (2) can absorb the estimated UAL increase from a discount rate reduction without disrupting the City's budget; and (3) positions the City to begin direct CalPERS payments from a position of financial strength rather than vulnerability.**

C. Section 115 Trust Structure

The Trust holds funds exclusively for pension obligations, **invested at the sole direction of the City**. Contributions improve the City's GASB 68 financial statement presentation immediately, and funds can be deployed to CalPERS at any time – effectively converting reserve assets to the 6.8% benefit rate when conditions are right.

D. Comparison: Reserve-First vs. Immediate Direct Payments

Factor	Direct CalPERS Payment	Internal Section 115 Reserve
Return on Funds	CalPERS assumed rate (6.8%)	Market rate (~3%–4% in money market/LAIF)
Flexibility	None — funds irrevocable once paid	High — City retains control and access
Impact on UAL	Immediate reduction in UAL balance	No immediate UAL reduction until applied
Risk if Market Declines	UAL may increase again; payment is sunk	Reserve available to offset increased UAL payments
Recommended For	Strong fiscal years; stable market outlook	Economic uncertainty; near-term budget variability

VI. ADP Direct Payment Strategy: Shorter vs. Longer Layers (Year 6 Onward)

A. Layer Targeting: Shorter and Post-Ramp Layers Preferred

Beginning in year 6, it is suggested that ADPs be directed to specific UAL layers rather than applied proportionally. The City's UAL consists of discrete layers – each with its own balance, remaining term, and scheduled payment – and CalPERS allows employers to target individual layers for payoff. The Sub-Committee recommends prioritizing shorter-duration layers that have competed their 5-year payment ramp-up. These layers are already billing the City at their full amortized cost; retiring them eliminates a committed, recurring budget line item on a dollar-for-dollar basis.

- First priority: Layers with 3-7 years of remaining, fully past ramp-up – immediate dollar-for-dollar reduction in annual required UAL payments.
- Second priority: Layers with 7-12 years remaining, post ramp-up – balance of near-term relief and meaningful interest savings.
- Defer: Layers still in ramp-up or with 15+ years remaining – address after post-ramp layers are retired.

B. Comparison Framework

Factor	Shorter Layers / Post-Ramp ✓ Recommended	Longer Layers First
Immediate Budget Relief	High — eliminates near-term mandatory payments; full payment amount drops off the schedule	Low — required payments on shorter layers continue throughout
ADP Dollar Efficiency	High for post-ramp layers — full payment obligation eliminated immediately; dollar-for-dollar relief on future required contributions	High in interest savings, but required UAL payments persist on remaining shorter layers
5-Year Ramp Interaction	Avoid layers still in ramp-up — scheduled payments are artificially low now but will step up sharply; retire post-ramp layers where full payment is already being made	Ramp-up layers may appear large in balance but current payment obligation is understated
Interest Savings	Moderate — less remaining interest on shorter layers, but savings are certain and realized quickly	Maximum theoretical savings, but subject to new UAL layers being created before benefit is realized
Funding Level Visibility	Clear, measurable: each retired layer directly reduces the UAL balance and required contribution	Improvement is real but slower to show in required contribution reductions

C. Illustrative Impact on Required Annual Payments: Stage 2 Direct Payments (Year 6–10), $600,000 ADP

The table below illustrates the projected reduction in the City's mandatory UAL amortization payment beginning in Year 6, when the City pivots from reserve-building to direct CalPERS payments. The UAL balance at Year 6 reflects five years of required mandatory contributions without direct ADP reduction — partially offset by investment returns. The $600,000 annual ADP is directed entirely to shorter post-ramp layers from Year 6 onward.

Assumptions: UAL at Year 6 start is approximately $13.5M (reflecting 5 years of 6.8% interest accrual net of mandatory payments, without direct ADP reduction); 6.8% CalPERS discount rate; 2.8% payroll growth; $600,000 ADP applied annually to shortest eligible post-ramp layers from Year 6; base case investment returns. Years 1–5 shown for context — mandatory payments only, ADP to reserve. Figures are illustrative estimates.

Year	Normal Cost	Mandatory UAL Payment	ADP Allocation	Total Pension Outlay	Est. UAL Balance	Est. Funded Ratio
1–5	$982K–$1,095K	~$1,527,800 (stable)	$500K → Reserve	$3,010K–$3,123K	~$13.5M (Yr 5)	~79.5% (Yr 5)
6	$1,126,000	$1,020,000	$500K → CalPERS	$2,746,000	~$12.8M	~80.8%
7	$1,158,000	$950,000	$500K → CalPERS	$2,708,000	~$11.8M	~82.2%
8	$1,190,000	$875,000	$500K → CalPERS	$2,665,000	~$10.6M	~83.8%
9	$1,224,000	$795,000	$500K → CalPERS	$2,619,000	~$9.3M	~85.5%
10	$1,259,000	$710,000	$500K → CalPERS	$2,569,000	~$7.9M	~87.3%

Key observations: During Years 1–5, the mandatory UAL payment remains stable and predictable at slightly over $1.5 million annually — no direct ADP principal reduction occurs during this period and the City meets only its required contributions. The funded ratio improves incrementally to ~79.5% by Year 5, driven by CalPERS investment returns on existing assets. The Section 115 Trust reserve accumulates approximately $3.0M (before investment gains) at the $600K highpoint — near the 5% of AAL target. Beginning in Year 6, direct ADP payments of $600,000 to shorter post-ramp layers produce a measurable step-down in the mandatory UAL payment each year — from ~$1,020,000 at Year 6 to ~$710,000 by Year 10, a reduction of approximately $290,000 annually. The funded ratio approaches 85% around Year 9–10 and reaches ~87.3% by Year 10. **Assuming an annual investment return of 5%, the untapped reserve in year 10 would be $4.2M.**

VII. Downside Scenario Analysis

A. Overview & Assumptions

Base case projections assume CalPERS earns 6.8% annually and maintains the current discount rate. The downside scenario models two compounding headwinds: actual investment returns averaging 6.5% throughout (below the 6.8% assumed rate but not catastrophic), and CalPERS reducing the actuarial discount rate from 6.8% to 6.5% in Year 4. Both scenarios use 2.8% annual payroll growth.

The Year 4 discount rate reduction is the critical event. A 30-basis-point reduction increases the present value of all pension obligations by an estimated 8%–12%, adding approximately $1.5M–$2.5M to the UAL in Year 4 alone — partially or fully reversing three years of ADP progress. New layers created by the rate change carry the lower 6.5% rate going forward, and normal cost as a percent of payroll also rises, increasing required contributions independent of any UAL change.

B. Downside Scenario vs. Base Case: Projected Outcomes

Metric / Outcome	Year 3	Year 5	Year 10	Year 15
BASE CASE: 6.8% returns / 6.8% discount rate				
Estimated Funding Level (with ADP)	79%–80%	82%–83%	86%–88%	91%–93%
Estimated UAL Balance	~$12.5M	~$10.5M	~$6.0M	~$1.5M
Annual Required Contribution (incl. ADP)	~$2.3M	~$2.2M	~$2.0M	~$1.8M
DOWNSIDE SCENARIO: 6.5% actual returns; discount rate drops to 6.5% in Year 4				
Estimated Funding Level (with ADP)	78%–79%	78%–80%	82%–84%	86%–89%
Estimated UAL Balance (post-rate change)	~$13.0M	~$13.5M–$14.5M	~$9.0M–$10.5M	~$4.0M–$5.5M
Annual Required Contribution (incl. ADP)	~$2.3M	~$2.6M–$2.9M	~$2.4M–$2.7M	~$2.1M–$2.4M
Additional Cost vs. Base Case (cumulative)	—	+$1.5M–$2.5M	+$3.5M–$5.5M	+$5.0M–$8.0M
Years to Reach 85% Funded (w/ ADP)	N/A	N/A	Not yet reached	~Year 13–14
Years to Reach 90% Funded (w/ ADP)	N/A	N/A	N/A	Not reached

C. Key Takeaways

- Targets slip by 3–4 years: The discount rate reduction effectively delays achievement of the 85% funded target from Year 10–11 to approximately Year 13–14 — still within the 15-year horizon, but with little margin.
- 90% funded is out of reach in 15 years under this scenario: Reaching 90% would require materially larger ADPs than currently projected.
- Required contributions increase by $400K–$700K/year from Year 5: The combined effect of a higher UAL and rising normal cost creates a meaningful budget pressure for a city of St. Helena's size.
- The Section 115 reserve becomes essential: A $1.5M–$2.0M reserve at the time of the rate change allows the City to absorb increased required contributions without service cuts or ADP suspension.

VIII. Sub-Committee Recommendation

A. Overall Recommendation

The Sub-Committee recommends a phased ADP program structured in two stages. Stage 1 (Years 1–5) directs the full ADP into a Section 115 Trust reserve to build a buffer of 3%–5% of the City's AAL before any funds are irrevocably committed to CalPERS. Stage 2 (Year 6 onward) pivots to direct CalPERS payments targeting shorter post-ramp amortization layers. This approach prioritizes financial resilience and flexibility in the near term while positioning the City to reduce its UAL systematically once a meaningful reserve cushion is in place.

B. Stage 1: Reserve Building (Years 1–5)

Authorize an annual ADP of $450,000–$600,000 directed entirely to the Section 115 trust beginning FY 2026-27. The goal is to accumulate 3%–5% of the City's AAL (~$1.83M–$3.05M) by the end of Year 5. The Sub-Committee recommends an aggressive ADP funding level at the high end of the range, or $600,000, to achieve a $3.0M reserve balance in five years. A maximum reserve level serves as the primary buffer to absorb potential contribution spikes that would otherwise disrupt the City's budget.

C. Annual and Year 5 Review

The Sub-Committee recommends an annual internal review of the ADP program, including changes in CalPERS policies, trending investment performance and impact on future annual payment requirements, current UAL balance and trends, and potential for changes to the target/discount rate. This may adjust the payment priority from funding reserves to funding direct to CalPERS. At the conclusion of Year 5, the Sub-Committee recommends a formal actuarial analysis — in coordination with a qualified consultant and the City's CalPERS actuary — to assess: the reserve balance relative to the 3%–5% AAL target; the current funded ratio and updated UAL layer schedule; CalPERS investment performance and discount rate outlook; and the City's fiscal position. This review will determine the Stage 2 allocation between direct CalPERS payments, ongoing reserve growth or maintenance, and any adjustment to the annual ADP level.

D. Stage 2: Direct CalPERS Payments (Year 6 Onward)

Beginning in Year 6, redirect ADP to direct CalPERS payments targeting shorter post-ramp amortization layers per the hierarchy in Section VI while preserving a minimum reserve floor of $1.5M.

- If the Year 5 review confirms favorable conditions (reserve at target, CalPERS returns on track, no discount rate reduction), proceed with $600,000 directed entirely to direct CalPERS payments.
- If the downside scenario has materialized in Years 1–5, use reserve funds to stabilize mandatory contribution increases in Years 6–7 before initiating direct ADP payments.

E. Governance and Monitoring

- Annual Report: Staff shall present a status report each fall following receipt of the CalPERS actuarial valuation, including reserve balance, funded ratio progress, and use and effectiveness of ADP funds.
- Year 5 Actuarial Review: Commission a third party to undertake an overall analysis of the City's liability with CalPERS and help set Stage 2 parameters.
- Discount Rate Trigger: If CalPERS announces a discount rate reduction during Years 1–5, the Finance Committee shall convene to evaluate reserve adequacy and determine whether to increase the ADP to reach the adjusted 5% AAL reserve target before Year 5.

IX. Conclusion

The City of St. Helena faces a manageable but meaningful pension funding challenge. The Sub-Committee recommends a phased approach: build a Section 115 Trust reserve of 3%–5% of the City's $61 million AAL at $450,000–$600,000 annually in years 1-5, then pivot to direct CalPERS payments targeting shorter post-ramp layers beginning in Year 6. At the $600,000 highpoint, the reserve reaches the 5% AAL target ($3.0M by year 5) and the funded ratio exceeds 85% by year 10 under base case assumptions. The timing for implementation should be **immediate** with the identification of durable and committed funding.

The City of St Helena pension liability is distributed 80% to the General Fund and 20% to the Water and Wastewater enterprises. Accordingly, the recommended range of ADP applicable to the General Fund is $360,000 to $480,000 per year. The Sub-Committee recommends further that the Water and Wastewater enterprises follow a similar strategy, and for efficiency, the City oversees a single Section 115 Trust account funded by all three entities, and totaling $600,000.

X. Follow-up Matters

The sub-committee was not tasked with two important considerations that should be explored.

First is the potential opportunity to finance ADP to avoid the cash impact on the General Fund.

The **second** is to determine whether the Water and Waste Water enterprises have capacity to cash fund the 20% share of ADP, or finance in the alternative.

Finance Committee, July 16, 2026 Meeting

Agenda Item 6.2

Trend in Forecast General Fund Expenditures, Revenues and Reserves

1. The June, 2025 adopted FY 2027 budget included the following estimates of GF revenues, expenditures and resulting reserves:

Estimated revenue at 6/30/27 $21,402,954

Estimated expense at 6/30/27 $23,021,620

Resulting Reserves/Expense % $ 7,884,725 **(34.2%)**

2. The July 7, 2026 City Council staff report included the following updated FY 2027 budget, expenditure and revenues estimates:

Estimated revenue at 6/30/27 $22,196,913

Estimated expense at 6/30/27 $23,021,620

Resulting Reserves/Expense % $10,100,936 **(43.9%)**

The difference between the estimated end of FY 27 reserves from June, 2025 to July, 2026 is **more than a $2.2 million increase**, and the **percentage change in the reserves estimate % is over 28% increase** in one year

For comparison, the FY 28- FY 30 forecasts in the July 7, 2026 City Council staff report forecast that the reserves will drop to 27.4% in FY 29 and 17.1% in FY 30.

Estimated General Fund Net Position FY 2027

June, 2025 Adopted Budget

	FY 2026-27 General Fund Estimated Net Position
Estimated Unassigned Ending Fund Balance@ 6/30/2026	9,503,391
Estimated Revenue @ 6/30/2027	21,402,954
Estimated Expense @ 6/30/2027	(23,021,620)
Excess of Revenues over Expenditures	(1,618,666)
Estimated Unassigned Ending Fund Balance @ 6/30/2027	**7,884,725**
Percent of Expenses Based on Total Net Position	**34.2%**

Estimated General Fund Net Position FY 2027

July 7, 2026 Staff Report to City Council

Description	FY26 (1)	FY27	FY28	FY29	FY30
Estimated Expenses	22,183,691	23,021,620	24,172,701	25,381,336	26,650,403
Estimated Revenues	21,550,401	22,196,913	22,862,820	23,548,705	24,255,166
Reserve	10,925,643	10,100,936	8,791,056	6,958,425	4,563,188
Net Position	**49.3%**	**43.9%**	**36.4%**	**27.4%**	**17.1%**

(1) Removed 1x Expenses for Net Position Calculation