

NIPOMO COMMUNITY SERVICES DISTRICT

WEDNESDAY, MAY 2, 2007

9:00 A. M.

SPECIAL MEETING NOTICE & AGENDA **FINANCE, AUDIT AND PERSONNEL COMMITTEE**

COMMITTEE MEMBERS
LARRY VIERHEILIG, CHAIR
CLIFFORD TROTTER, MEMBER

PRINCIPAL STAFF
BRUCE BUEL, GENERAL MANAGER
LISA BOGNUDA, ASSIST. ADMINISTRATOR
DONNA JOHNSON, BOARD SECRETARY
JON SEITZ, GENERAL COUNSEL

MEETING LOCATION - District Board Room
148 S. Wilson Street, Nipomo, California

1. **CALL TO ORDER, ROLL CALL AND FLAG SALUTE**
ACTION RECOMMENDED: None
2. **CONSIDER OPTIONS FOR RECRUITING DISTRICT ENGINEER**
ACTION RECOMMENDED: Forward recommendations to Board
3. **SET NEXT MEETING**
ACTION RECOMMENDED: Set meeting in date

**** End Special Meeting Notice ****

TO: COMMITTEE MEMBERS
FROM: BRUCE BUEL *BB*
DATE: APRIL 27, 2007

AGENDA ITEM
2
MAY 2, 2007

CONSIDER OPTIONS FOR RECRUITING DISTRICT ENGINEER

ITEM

Consider options for recruiting District Engineer [FORWARD RECOMMENDATION TO BOARD].

BACKGROUND

Staff has processed two unsuccessful rounds of recruiting for the District Engineer. In both cases, there were very few applicants and the applicants that did apply were either under-qualified or uninterested in taking the position at the offered salary. It is very clear that the current annual salary (\$78,000 to \$94,809) is not sufficient to retain a qualified candidate.

Attached is a salary survey prepared by CCWA staff detailing the market for all of their positions including their Chief Engineer. The CCWA Board on 4/26/07 agreed to recruit for their open position at an annual salary range of \$100,183 to \$122,223.

Also attached is the information developed by Koff and Associates in 2006, which indicates that Cambria pays \$103,320 per year for their Engineer. None of the other 11 local agencies surveyed by Koff retained a District Engineer.

Staff's review of the salary ranges offered by public agencies for senior engineers in the last 8 issues of Jobs Available in the public sector indicates that the advertised salaries run from \$100,000 to \$140,000 per year.

For point of reference, NCSD currently pays its General Manager \$110,000 per year and Koff recommended that the General Manager be paid \$115,386 per year.

Staff believes that the District will either need to pay more to attract an engineer or the District will need to opt for a non-engineer "Projects Manager".

RECOMMENDATION

Staff respectfully requests that the Committee formulate a recommendation to the Board for either increasing the salary range of the District Engineer or opt for revising the Table of Organization to substitute a non-engineer "Project Manager".

ATTACHMENTS

- CCWA Salary Survey
- 2006 Koff Study Excerpt

T:\070502ITEM2.DOC

Apper. . IIb
 Nipomo Community Services District
 Benefits Detail
 November 2006

DISTRICT ENGINEER / PROJECT MANAGER													
Agency	Nipomo Community Services District	Cambria CSD	City of Morro Bay	City of Pismo Beach	Goleta Sanitary District	Goleta Water District	Heritage Ranch CSD	Mission Hills CSD	Oceano CSD	Ojai Valley Sanitary District	San Miguel CSD	Templeton CSD	Vandenberg Village CSD
Class Title	District Engineer / Project Manager	District Engineer	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Top Monthly Salary	\$7,000	\$8,610											
Employee Retirement													
PERS													
ER-Paid EE Contribution	\$560	\$689											
Employer Contribution	\$1,455	\$1,929											
Social Security		\$487											
Other													
Insurance													
Cafeteria													
Health	\$930	\$950											
Dental ³	\$134	\$116											
Vision	\$18												
Life													
LTD													
STD and/or SDI													
EAP													
Other ²	\$3												
Leave													
Vacation	\$404	\$497											
Holidays	\$323	\$364											
Administrative	\$135												
Auto Allowance		\$350											
Deferred Compensation		\$217											
Other ⁴		\$64											
Longevity	Yes ¹	Yes ⁴											
Benefit Cost	\$3,961	\$5,662	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C
Total Monthly Compensation	\$10,961	\$14,272	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C	N/C

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

1 Nipomo's Longevity plan offers 2.5% after 15 years of service; 2.5% after 20 years of service.

2 Nipomo District's contribution of the Survivor Benefit.

3 Cambria Community Services District's Life is included in their Dental Plan.

4 Cambria's Longevity plan offers 5% at 15 years of service.

5 Cambria provides \$350 per year for Business, Professional, Conference or Educational allowance and \$35 per month cell phone allowance.



CENTRAL COAST WATER AUTHORITY

MEMORANDUM

Agenda Item IV.C.3.
Board of Directors
April 26, 2007

April 16, 2007

TO: CCWA Board of Directors
FROM: Bill Brennan 
Executive Director
SUBJECT: FY 2007/08 CCWA Staff Compensation and Benefits Analysis

SUMMARY

During its October 26, 2006 regular meeting, the CCWA Board of Directors directed staff to perform the biennial CCWA staff compensation and benefits analysis. The compensation and benefits analysis is used to ensure that the salaries and benefits provided by CCWA are comparable to other similar agencies so that CCWA remains competitive in retaining and attracting highly qualified employees.

DISCUSSION

CCWA staff collected salary and benefit information from 12 California agencies; 2 from Northern California, 5 from Southern California and 5 from Santa Barbara County. Additionally, Staff reviewed the 2006 ACWA Salary and Benefits Survey data. The Central Coast Water Authority FY 2007/08 Compensation and Benefits Analysis is attached.

The data supports a change in the maximum salary for each CCWA position classification of 12% for CCWA pay grades 1 through 30 (CCWA only utilizes CCWA pay grades 10 through 20 for its non-exempt positions). The proposed increases in each position's maximum value are generally in line with the salary survey ranges. The minimum are set 22% less than the maximum (an industry average).

Additionally, the data also supports modifying the CalPERS contract to reflect using the single highest year for retirement calculations from the currently utilized average of the highest three years.

Proposed Classification Changes

Based on the survey results, staff recommend that the pay grade for Distribution Supervisor be increased from CCWA grade 17 to CCWA grade 18. Job duties for this position are similar to superintendent duties in several agencies. CCWA grade 18 puts this position on par with CCWA's Regulatory Specialist, Instrumentation Technician and Senior Chemist.

For similar reasons, staff recommend that the pay grade for the Secretary II position be increased from CCWA Grade 10 to CCWA Grade 11. CCWA secretaries are currently 22% below the overall average in the salary survey and 24% below Santa Barbara County.

Additionally, staff recommend that the Account Specialist (CCWA grade 13) be replaced with Senior Accountant (proposed CCWA grade 16). This position has taken on additional

accounting and Human Resource responsibilities over the last year, and the position of Senior Accountant better reflects the duties and responsibilities of the current Account Specialist. At this time, staff does not recommend hiring an additional employee. Instead, Staff recommends reclassifying the Account Specialist position to Senior Accountant. This proposed position is more fully addressed in a separate agenda item.

BENEFITS

Staff also reviewed CCWA employee benefits and concluded that, with four exceptions, CCWA was comparable to other similar organizations. Staff noted that CCWA was less competitive than other organizations in how retirement credit is calculated (single highest year of salary instead of the average of three highest years) and believe this discrepancy should be addressed in the proposed budget. CCWA was also less than competitive in retiree medical coverage, deferred compensation matching and number of vacation days. Staff believe it would be valuable to discuss these items at the Personnel Committee level to form policy that could be taken to the Board in the future.

FINANCIAL CONSIDERATIONS

The revisions to the salary schedules do not impact current CCWA staff salaries. CCWA staff salary treatment is independently administered and coordinated with the fiscal year budget process. It should be noted, however, that Staff do intend to request an additional \$5,000 in the FY 2007/08 salary pool to realign the salaries for the Proposed Senior Accountant and the new salary grade for the Distribution Supervisor. Additionally, revisions to the CCWA salary schedules will impact future budgets.

The proposed CCWA FY 2007/08 budget shows that the cost of employee benefits will exceed the Board imposed 38% of staff salaries cap, for the first time. Recommendations for addressing this issue are discussed under a separate agenda item. If, however, the Board approves modifying the CalPERS retirement calculation to single highest year, the ratio of employee benefits costs to staff salary costs will increase by an additional 0.7% to 1.4%

RECOMMENDATIONS

That the Board approve of the FY 2007/08 CCWA Compensation and Benefits Analysis and the following recommendations:

- Increase the salary maximums for each CCWA pay grade as identified in the report
- Change the pay grade for the Distribution Supervisor and Secretary II as identified in the report

WJB

Attachment

**Central Coast Water Authority
FY 2007/08 Compensation and Benefits Analysis
February 2007**

Background

During its October 26, 2006 regular meeting, the CCWA Board of Directors directed staff to perform the biennial CCWA staff compensation and benefits analysis. The compensation and benefits analysis is used to ensure that the salaries and benefits provided by CCWA are comparable to other similar agencies so that CCWA remains competitive in retaining and attracting highly qualified employees.

CCWA's compensation philosophy is based on employee performance. Each job classification is linked to one of thirty salary grades, each with a minimum and maximum salary range. Employee salaries are increased solely based on their performance over the preceding year and within their position salary range.

Each fiscal year, the Board approves a salary pool to be administered by the Executive Director. The salary pool amount is based on two components, the change in the cost of living index (December to December Los Angeles-Riverside-Orange, CA Consumer Price Index for All Urban Consumers) and a three percent merit amount. High performing employees receive a larger portion of the pool in the form of a salary increase (capped at the maximum salary for their position) or a bonus (reward for continued performance). Low performing employees receive a smaller (or no) portion of the salary pool.

Every two years, CCWA performs a compensation and benefits study to accurately gauge its compensation and benefits package against those of other similar agencies performing similar tasks. CCWA's compensation and benefits target is the middle of the market. This year, twelve agencies were selected for comparison purposes, two from Northern California, five from Southern California and five in Santa Barbara County. The agencies are listed below:

	Total Employees	Total Water Department Employees	Bargaining Units
Zone 7 Water Agency	105		4
Contra Costa Water District	320		2
Calleguas Municipal Water District	58		0
Castaic Lake Water Agency	108		0
Goleta Water District	52		1
Helix Water District	155		2
Las Virgenes Municipal Water District	118		2
Buellton, City of (Public Works Dept.)	16	6	0
Santa Barbara, City of (Public Works Dept.)	1700	120	8
Santa Maria, City of	424	29	1
Santa Ynez River Water Conservation District, I.D. No.1	14		0
United Water Conservation District	55		1

Compensation Philosophy

CCWA has developed a compensation program that includes Base Salary (wages paid for a job performed), Merit Pay (the process in which an employee may be reviewed for an increase in base pay), and Employee Benefits (health, retirement, vacation, sick leave, etc.) in order to:

- Provide a level of compensation consistent with CCWA's goals and objectives.
- Retain and motivate CCWA's current employee population.
- Have the ability to attract highly qualified candidates to meet CCWA staffing requirements.
- Facilitate CCWA employees' career growth.
- Reward excellence in job performance and provide incentive to achieve maximum results.

To accomplish the above, a series of objectives have been established in each of the three components of compensation as follows:

Base Salary

- Every position within CCWA will have an accurate position description detailing the major duties and responsibilities of the position and qualifications for entry into the position.
- Every position will be evaluated based upon its relative worth to CCWA when compared to its market value as determined by external data to include other public and private salary surveys and selected public agencies, as appropriate.
- Each position with the exception of the Executive Director and Deputy Director will be placed into a salary grade.
- Each salary grade will have a salary range which will identify the minimum and maximum rate of pay for all positions in that grade. Salary ranges will be developed in line with the CCWA objectives.
- All salary ranges should be established at approximately the 50th percentile (competitive) of the market data as reported in the surveys with the exception of the Executive Director and Deputy Director positions.
- CCWA will compare the salary ranges to the results of survey data on a biennial basis. If the results indicate that CCWA salary ranges are below the stated objective, the Board of Directors will consider increasing the ranges to remain in a competitive position. Increases in ranges, however, will not mean an automatic increase in individual pay.

- Each employee will be paid the base salary within the salary range for his/her position.
- Each employee will have a base salary, which will comply with federal and California wage and hour laws and regulations.
- Base salaries for the water treatment plant operator, distribution technician and maintenance technician are linked (i.e., all three positions are maintained at the same base salary and/or pay grade).

Merit Pay

- The specific base salary of an employee will depend upon his/her qualifications, demonstrated performance in accomplishing assigned duties and responsibilities, promote CCWA values and other objectives as may be stated by management and the Board of Directors.
- Each employee is eligible on an annual basis, for an increase to their base salary based on merit and performance. The increase is budgeted as a salary pool, approved by the Board of Directors and administered by the Executive Director.
- An employee who is at the top of his/her salary grade range, may receive (if performance justifies the action) a "lump sum award" for continued performance, in lieu of a merit pay increase. Base salary will not increase as a result of this award.
- Each employee will receive an annual performance evaluation to be used as an aide in determining eligibility for and the amount of a merit pay increase. The performance criteria for each employee will be mutually established by the supervisor and the employee at the beginning of the performance review period.

Employee Benefits

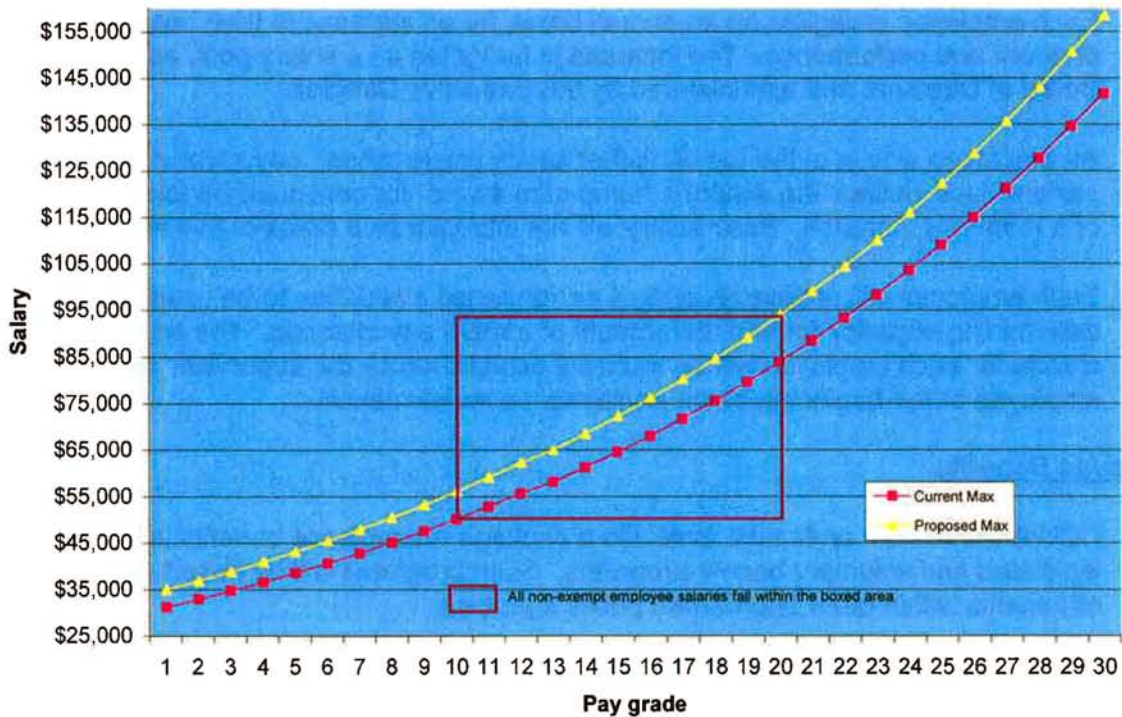
- CCWA will assess and make available a package of employee benefits including legislated and voluntary benefit programs. Such programs will be based upon a review of benefits within other appropriate public agencies.
- The current objective is that the employee benefit package be established as being equal to other public agencies.
- Benefit programs will include the three major benefit categories of health, retirement and time away from work. The package may also include other benefits as approved by the Board of Directors.
- An economic evaluation of the cost of each benefit program will be made on a periodic basis to determine the continuance of the program and the degree to which CCWA and/or the employees will contribute to funding the programs.
- CCWA will provide each employee with all required legal documentation and supplementary information on the benefits for which they are eligible.

Rate Range Analysis

Staff reviewed the current salary ranges for each of the positions being surveyed using the compensation and benefits survey information provided by the twelve respondents. The positions were compared to the corresponding or similar titles within the organization of each respondent as shown in Table 1. Comparative salaries for each evaluated position and respondent are shown in Table 2.

Based on the analysis of the market data shown on Table 3 (salary comparisons), CCWA staff recommend increasing the salary ranges for each pay grade by 12%. Existing and proposed salary ranges for each CCWA salary grade are shown in Table 4. This proposed adjustment is consistent with increases in the cost of living (4.46% in 2005 3.29% in 2006 and an anticipated 3% to 5% salary increase in July 2007 for the responding agencies).

FY 2007/08 Proposed Salary Range



Based on the survey results, staff also recommend that the pay grade for Distribution Supervisor be increased from CCWA grade 17 to CCWA grade 18. Job duties for this position are similar to superintendent duties in several agencies. CCWA grade 18 puts this position on par with CCWA's Regulatory Specialist, Instrumentation Technician and Senior Chemist.

For similar reasons, staff recommend that the pay grade for the Secretary II position be increased from CCWA Grade 10 to CCWA Grade 11. CCWA secretaries are currently 22% below the overall average in the salary survey and 24% below Santa Barbara County.

Additionally, staff recommend that the Account Specialist (CCWA grade 13) be replaced with Senior Accountant (proposed CCWA grade 16). This position has taken on additional

accounting and Human Resource responsibilities over the last year. The justification for creating the Senior Accountant position will be presented as a separate agenda item.

Employee Benefits

Current employee benefits were compared to those of the twelve surveyed organizations and are shown on attached Table 5. Each specific benefit area is summarized below:

Retirement

All but two of the organizations participate in the CalPERS retirement program. Contra Costa Water District (CCWD) has its own retirement plan equivalent to the PERS 2.25% at 55 plan. CCWD requires a 1 to 3% employee contribution (depending on bargaining unit) from each employee's salary. Zone 7 Water Agency uses the Alameda County Employee's Retirement Association retirement program which is similar to CalPERS 2% at 55 program and pays 100% of the employee contribution. All other organizations participate in the CalPERS retirement program and pay both the employee and employer contribution amount. Seven of the organizations provide the 2% at 55 formula and five provide a 2.25% at 55, 2.5% at 55 or 2.7% at 55 formula. Ten organizations provide pension benefits based on the single highest year of earnings and two (only one that is also in the CalPERS retirement program) provide pension benefits based on the average of three highest years of earnings. All of the surveyed organizations in Santa Barbara County use the single highest year formula.

CCWA's retirement benefits are generally comparable with the surveyed organizations with the exception of the formula used to calculate pension benefits. Staff believe that changing the CalPERS pension calculation to the single highest year is important to maintaining a competitive benefits package both within and outside Santa Barbara County. All surveyed Santa Barbara County organizations provide the single highest year calculation for their retirement benefit.

Medical Insurance

All twelve organizations provide a group medical insurance plan to their employees and dependents. Six organizations require an employee contribution but only one requires a contribution for employee only.

CCWA pays 100% of the health premium for its employees and their dependants making this benefit comparable with the other organizations.

Retiree Medical Coverage

All twelve organizations offer medical insurance coverage to their retirees. Nine of those surveyed pay the entire cost of coverage for the retiree and of those, at least two cover the cost of the retiree and at least one dependent.

CCWA does not offer retiree medical coverage and is therefore not currently competitive in this area. Staff believe that this should be a topic for future discussion by the Personnel Committee.

Dental Insurance

All twelve organizations offer a dental insurance plan to their employees and dependants. Three organizations require an employee contribution for dependant coverage and only one requires an employee contribution for employee only coverage.

CCWA pays for employee and dependant coverage as part of its self funded dental vision plan and is therefore comparable to the majority of the organizations in this area.

Vision Insurance

All twelve organizations offer a vision insurance plan to their employees and dependants. Only two require an employee contribution.

CCWA pays for employee and dependant coverage as part of its self funded dental vision plan and is therefore comparable to all the organizations in this area.

Long-Term Disability (LTD) Insurance

Ten organizations offer LTD insurance to their employees. Seven organizations pay the entire premium while three require an employee contribution.

CCWA pays 100% of the premium for LTD insurance and is therefore comparable to the majority of the organizations in this area.

Life Insurance

Ten organizations offer life insurance for their employees. All of these organizations pay the entire premium.

CCWA pays 100% of the premium for employee life insurance and is therefore comparable to the majority of organizations in this area.

Short-Term Disability (STD) Insurance

Nine organizations offer STD in addition to State Disability Insurance (SDI). Six of those organizations require an employee contribution.

CCWA pays 100% of the premium for STD insurance although it requires an employee contribution for SDI. CCWA is comparable to the majority of organizations in this area.

Deferred Compensation Plans

All twelve organizations offer a 401(k), 403(b) or 457 retirement plan to their employees. Five organizations offer some sort of matching program for at least some of their employees. Two additional organizations offer a matching program for the General Manager.

CCWA offers a 457(k) retirement plan for its employees. It does not offer any sort of matching program with the exception of the Executive Director and Deputy Director. CCWA is generally

comparable with the majority of organizations in this area. **Most CCWA employees, however, have asked that a matching program be considered as part of a future benefit request.**

Employee Assistance Program

Ten organizations offer an Employee Assistance Program to their employees and families covering substance abuse and counseling related to personal, family, legal and financial issues.

CCWA offers an Employee Assistance Program and is therefore comparable to the majority of organizations in this area.

Educational Assistance Program

All twelve organizations offer an Educational Assistance Program to their employees. Program details were not requested as part of this survey.

CCWA offers an Educational Assistance Program for its employees with a maximum participation amount of \$1,000 per year.

Social Security System

Seven organizations contribute to Social Security in addition to other retirement programs. Each of these organizations requires an employee contribution to Social Security. All organizations contribute to Medicare with both employer and employee contributions.

CCWA does not participate in Social Security.

Vehicles

All twelve organizations provide vehicles and/or vehicle allowances for management and senior employees.

CCWA provides vehicles for the Chief Engineer, Plant Supervisor, Maintenance Superintendent, Maintenance Supervisor, Regulatory Specialist and Instrumentation and Control Technician. The Executive Director and Deputy Director receive a vehicle allowance.

Vacation

All organizations have a vacation policy. Eleven organizations base this benefit on years of service. One organization combines vacation and sick leave into an annual leave program. The average number of vacation days for employees with 1 to 5 years of service is 12 days. The average number of vacation days for employees with over 20 years of service is 23 days.

CCWA offers 10 days of vacation for 1 to 5 years of service and 20 days for over 20 years of service. CCWA is slightly less than competitive in this area.

Paid Holidays

All organizations provide paid holidays for their employees. The average number of holidays is 11 days.

CCWA offers its employees 11 holiday days per year including one floating holiday. CCWA is comparable in this area.

Paid Time Off

Only one organization offers paid time off for at least some of their employees. Helix Water District includes time off as part of its annual leave program.

CCWA does not offer paid time off to its employees.

Administrative Leave

Eleven organizations offer administrative leave to at least some of their employees. Three organizations offer administrative leave to all employees and eight offer leave to exempt and management employees only. Administrative leave ranges from two days to thirty-six days. The average appears to be about eight days.

CCWA offers five administrative leave days to its Executive Director and Deputy Director and Chief Engineer. CCWA appears to be slightly less than competitive in this area.

Based on the survey results, CCWA appears to be comparable to most other organizations in most benefit areas. It appears, however, to be less than competitive in how retirement benefits are calculated, retiree medical coverage, deferred compensation matching programs, vacation time and administrative leave.

2007
Job Title Comparison

CCWA	Zone 7 Water Agency	Calleguas	Castaic	Contra Costa	Goleta	Helix	Las Virgenes	Buellton	Santa Barbara	Santa Maria	Santa Ynez, ID#1	United
Executive Director	General Manager	General Manager	General Manager	General Manager	General Manager & Chief Engineer	General Manager	General Manager		Public works Director	Director of Utilities	General Manager	General Manager
Deputy Director	Assistant General Manager	Manager of Accounting	Administrative Services Director	Director of Finance	Administrative Manager	Director of Admin Services	Director of Finance and Administration		Finance Director	Director of Admin. Services	Administrative Manager	Chief Financial Officer
Chief Engineer		Manager of Engineering	Engineering and Operations Manager	Director of Engineering	Engineering Manager and Operations Manager	Director of Engineering	Principal Engineer		Asst. Pub Works Dir./City Engineer	Utilities Engineer	Hydrogeologist (Registered)	Engineering Manager
Environmental Compliance Officer				Environmental Compliance Officer		Safety Risk Administrator			Environmental Services Specialist	Regulatory Compliance Coord		
Engineering Technician		Associate Project Manager		Engineering Tech. III	Engineering Associate	Sr. Engineering Tech	Assistant Engineer		Senior Engineering Technician	Utilities Project Coordinator	Water Resources Technician	Senior Engineer
Senior Accountant	Accounting Manager	Senior Financial Asst		Senior Accountant	Accounting and Information System Supervisor	Senior Accountant	Senior Accounting Technician		Senior Accountant	Accountant		Accounting Manager
Account Specialist	Account Clerk	Accounting Assistant		Accountant I	Accountant	Accountant	Accounting Technician		Accountant II	Utilities Analyst	Administrative Assistant II	Accounting Technician II
Secretary II	Secretary	Legislative/Admin Assistant		Administrative Secretary	Executive Secretary	Administrative Assistant II	Secretary		Administrative Assistant	Administrative Assistant	Board Admin. Assistant	Administrative Assistant III
Maintenance Superintendent	Facilities Maint. and Construction Supervisor		Operations and Maintenance Superintendent	Maintenance Superintendent		System Operations Manager	Facilities Maintenance Supervisor	Public Works Director	Water Distribution/Treatment Superintendent	Water Resources Supervisor		O&M Manager
Distribution Supervisor	Water Facilities Supervisor	Distribution System Supervisor	Operations and Maintenance Supervisor	O & M Supervisor	Distribution System Superintendent	System Operations Supervisor	Sr Water Dist Operator		Water Distribution Supervisor	Distribution Supervisor	Operations Foreman	Plant Supervisor
Water Treatment Plant Supervisor	Water Facilities Supervisor	Ops and Water Quality Supervisor	No Matching	Water Treatment Supervisor	Water Treatment Superintendent	Plant Operations Supervisor	Water Production Treatment Supervisor		Water Treatment Supervisor	Water Resources Supervisor		Plant Supervisor
Senior Chemist	Water Quality Chemist		Water Quality & Laboratory Supervisor	Chemist/Microbiologist	Laboratory Supervisor	Senior Chemist	Laboratory Supervisor		Lab Analyst Coordinator			
Instrumentation Specialist - Journey Level	Instrument Technician	Sr. Control Technician	Senior Instrumentation Tech	Instrument Tech	Control Systems Technician/Treatment Operator	Instru/Electrical Tech. Sr.	Senior Instrumentation Electrical Tech		Sr. Control Systems Operator Specialist			Senior Instrument Tech
Instrumentation & Electronics Specialist - Entry Level		Instrumentation Technician				Instru/ Electrical Technician	Instrument Technician II		Water Distribution Operator I			Instrument Tech III
Maintenance Foreman	Plant Lead Mechanic	Distribution System Supervisor		Crew Leader Maintenance		Utility Crew Chief	Sr Maintenance Mechanic		Maintenance Supervisor II	Water Resources Lead Op.	Maintenance Foreman	Lead O&M
Water Treatment Plant Maintenance Tech	Plant Maintenance Laborer	Sr. Electro Mechanical Technician		Maintenance Mechanic		Mechanical System Technician I/ II	Maintenance Mechanic I			Water Resources Operator		Lead O&M
Water Treatment Plant Operator	Water Plant Operator III	Sr. Water Treatment Operator	Water Treatment Plant Operator	Treatment Plant Operator	Water Treatment Operator II	Plant Operator III	Water Treatment Plant Oper		Water Treatment Plant Operator III	Water Resources Operator		Lead O&M
Distribution Technician		Sr. Electro Mechanical Technician		Distribution Operator	Distribution System Operator II	seniorSystem Operator	Water Worker III	Maintenance Utility Fieldworker III	Water Distribution Operator Tech II	Water Resources Operator	Operations Tech II	O&M I grade III

2007 Salary Comparison

Table 2

CCWA Job Title	CCWA		Zone 7 Water Agency		Calleguas		Castaic Lake Water Agency		Contra Costa Water District		Goleta Water District		Helix Water District		Las Virgenes Municipal Water District		Buellton		Santa Barbara		Santa Maria		Santa Ynez River Water Conservation District, ID #1		United Water Conservation District		
	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	
Executive Director		\$146,359		\$198,910			\$170,000	\$190,000		\$239,822		\$160,800		\$179,484		\$195,800			\$137,620	\$167,278	\$127,100	\$154,491		\$155,145		\$176,316	
Deputy Director		\$127,300	\$136,656	\$150,654	\$77,510	\$103,347	\$107,244	\$130,668	\$126,506	\$153,754	\$88,635	\$118,779	\$111,360	\$142,128	\$117,988	\$165,183			\$120,883	\$146,934	\$127,100	\$154,491				\$130,434	
Chief Engineer	\$89,449	\$109,128			\$105,323	\$140,430	\$112,608	\$137,196	\$126,506	\$153,754	\$88,635	\$118,779	\$111,360	\$142,128	\$92,007	\$128,808			\$117,906	\$143,315	\$93,307	\$113,416	\$89,807	\$95,714		\$113,417	
Engineering Technician	\$55,780	\$88,052			\$64,971	\$86,628			\$61,256	\$74,422	\$59,695	\$79,997	\$53,568	\$68,234	\$67,887	\$88,252			\$51,777	\$62,935	\$57,399	\$89,769	\$46,385	\$83,572	\$83,203	\$101,133	
Regulatory Specialist	\$61,961	\$75,592							\$88,483	\$107,515			\$71,484	\$91,620					\$65,129	\$79,165	\$55,175	\$67,065					
Senior Accountant			\$99,029	\$120,370	\$49,878	\$66,504			\$72,853	\$88,546	\$65,493	\$87,767	\$62,004	\$79,140	\$52,233	\$64,706			\$60,736	\$73,825	\$56,317	\$68,454	\$42,944	\$58,882	\$63,412	\$77,078	
Account Specialist	\$47,647	\$58,130	\$50,024	\$60,798	\$39,902	\$53,203			\$56,992	\$69,243	\$48,061	\$64,407	\$53,568	\$68,364	\$47,759	\$59,164			\$52,557	\$63,884	\$47,810	\$58,113			\$37,755	\$45,891	
Secretary II	\$41,092	\$50,133	\$53,206	\$64,667	\$54,153	\$72,204			\$52,354	\$63,606	\$59,695	\$79,997	\$44,064	\$56,244	\$45,894	\$56,855			\$48,285	\$59,690	\$41,925	\$50,960	\$43,039	\$59,012	\$38,699	\$47,038	
Maintenance Superintendent	\$68,811	\$87,949	\$85,571	\$104,021			\$101,160	\$123,252	\$81,589	\$99,195			\$83,100	\$106,056	\$74,244	\$96,520	\$70,032	\$88,356	\$80,306	\$97,612	\$63,164	\$76,776				\$113,416	
Distribution Supervisor	\$68,792	\$71,726	\$85,571	\$104,021	\$64,191	\$85,588	\$83,232	\$101,400	\$74,194	\$90,172	\$71,299	\$95,548	\$62,004	\$79,140	\$64,366	\$79,740			\$70,892	\$86,170	\$53,127	\$64,577	\$56,363	\$65,458	\$63,412	\$77,078	
Water Treatment Plant Supervisor	\$68,811	\$87,949	\$85,571	\$104,021	\$80,812	\$107,750			\$83,013	\$100,922	\$71,289	\$95,548	\$71,784	\$91,620	\$74,244	\$96,520			\$70,892	\$86,170	\$63,164	\$76,776				\$63,412	\$77,078
Senior Chemist	\$61,961	\$75,592	\$71,906	\$87,402			\$87,384	\$106,476	\$65,374	\$79,456	\$59,695	\$79,997	\$65,112	\$83,100	\$74,244	\$96,520			\$55,521	\$67,486							
Instrument & Control Specialist	\$61,961	\$75,592	\$70,242	\$85,384	\$45,758	\$76,264	\$65,208	\$79,452	\$65,499	\$79,643	\$53,878	\$72,202	\$62,004	\$79,140	\$66,981	\$79,788			\$61,652	\$74,938					\$58,885	\$71,575	
Maintenance/ICR Technician	\$52,925	\$64,568			\$42,244	\$56,325							\$51,012	\$65,112	\$61,857	\$76,629			\$55,799	\$67,824					\$48,329	\$58,745	
Maintenance Foreman	\$55,780	\$68,052	\$90,646	\$90,646	\$64,191	\$85,588			\$61,027	\$74,152	\$55,370	\$74,214	\$56,244	\$71,784	\$61,857	\$76,629			\$59,240	\$72,007	\$54,822	\$66,637	\$58,866	\$80,713	\$57,488	\$69,829	
Water Treatment Plant Maintenance Tech	\$50,214	\$61,261	\$64,043	\$64,043	\$52,137	\$69,517			\$54,101	\$65,728			\$46,272	\$68,364	\$48,715	\$60,353					\$49,725	\$60,442			\$57,488	\$69,829	
Water Treatment Plant Operator	\$50,214	\$61,261	\$79,082	\$83,034	\$50,688	\$73,726	\$56,328	\$68,640	\$59,384	\$72,218	\$48,061	\$64,407	\$59,052	\$75,372	\$59,445	\$73,640			\$63,616	\$65,171	\$49,725	\$60,442			\$57,488	\$69,829	
Distribution Technician	\$50,214	\$61,261			\$52,137	\$69,517			\$55,328	\$67,267	\$42,244	\$56,612	\$56,244	\$71,784	\$50,695	\$62,804	\$40,200	\$49,428	\$51,008	\$62,000	\$49,725	\$60,442	\$42,200	\$57,197	\$40,658	\$60,213	

[Redacted]

2007 Salary Comparison

Table 3

CCWA Job Title	CCWA Pay Grade	CCWA Current		Ave. of Respondents		Average % Difference	Ave. SB County		Average % Difference	Proposed	
		Starting	High Range	Starting	High Range		Starting	High Range		Starting (12%)	High Range (12%)
Executive Director			\$146,394	\$144,907	\$185,874	27%	\$132,360	\$159,429	9%		\$163,961
Deputy Director			\$127,300	\$112,654	\$155,152	22%	\$112,206	\$140,068	10%		\$142,576
Chief Engineer	25	\$89,449	\$109,128	\$101,940	\$128,696	18%	\$92,414	\$117,806	8%	\$100,183	\$122,223
Engineering Technician	16	\$55,780	\$68,052	\$60,680	\$77,216	13%	\$53,809	\$69,068	1%	\$62,474	\$76,218
Regulatory Specialist	18	\$61,691	\$75,592	\$70,068	\$86,341	14%	\$60,152	\$73,115	-3%	\$69,396	\$84,663
Senior Accountant	16	\$55,780	\$68,052	\$62,490	\$78,527	15%	\$56,373	\$72,232	6%	\$62,474	\$76,218
Account Specialist	13	\$47,647	\$58,130	\$48,270	\$60,341	4%	\$49,476	\$62,135	7%	\$53,365	\$65,106
Secretary II	10	\$41,092	\$50,133	\$48,131	\$60,927	22%	\$48,236	\$62,165	24%	\$46,024	\$56,149
Maintenance Superintendent	20	\$68,811	\$83,949	\$79,896	\$100,578	20%	\$71,167	\$87,581	4%	\$77,068	\$94,023
Distribution Supervisor	17	\$58,792	\$71,726	\$68,059	\$84,445	18%	\$62,920	\$77,938	9%	\$65,847	\$80,333
Water Treatment Plant Supervisor	20	\$68,811	\$83,949	\$73,799	\$92,934	11%	\$68,452	\$86,165	3%	\$77,068	\$94,023
Senior Chemist	18	\$61,691	\$75,592	\$68,462	\$85,777	13%	\$57,608	\$73,742	-2%	\$69,396	\$84,663
Instrument & Control Specialist	18	\$61,691	\$75,592	\$61,123	\$77,598	3%	\$57,765	\$73,570	-3%	\$69,396	\$84,663
Maintenance/ICR Technician	15	\$52,925	\$64,568	\$51,848	\$64,927	1%	\$55,799	\$67,824	5%	\$59,276	\$72,316
Maintenance Foreman	16	\$55,780	\$68,052	\$61,975	\$76,220	12%	\$57,075	\$73,393	8%	\$62,474	\$76,218
Water Treatment Plant Maintenance Tech	14	\$50,214	\$61,261	\$53,212	\$65,468	7%	\$49,725	\$60,442	-1%	\$56,240	\$68,612
Water Treatment Plant Operator	14	\$50,214	\$61,261	\$57,287	\$70,648	15%	\$50,467	\$63,340	3%	\$56,240	\$68,612
Distribution Technician	14	\$50,214	\$61,261	\$48,044	\$61,726	1%	\$45,075	\$57,136	-7%	\$56,240	\$68,612
				Average		12%		Average	6%		

2007 Proposed Salary Range

Table 4

Pay Grade	No. of Emp. Current	No. of Emp. Proposed	Current Min	Current Max	Proposed Min	Proposed Max	Max to Max	Min to Max
1			\$25,619	\$31,256	\$28,694	\$35,006	N/A	22.0%
2			\$27,004	\$32,945	\$30,245	\$36,899	5.4%	22.0%
3			\$28,458	\$34,718	\$31,873	\$38,884	5.4%	22.0%
4			\$29,989	\$36,587	\$33,588	\$40,977	5.4%	22.0%
5			\$31,611	\$38,565	\$35,404	\$43,193	5.4%	22.0%
6			\$33,311	\$40,640	\$37,309	\$45,516	5.4%	22.0%
7			\$35,101	\$42,824	\$39,313	\$47,962	5.4%	22.0%
8			\$36,993	\$45,132	\$41,432	\$50,547	5.4%	22.0%
9			\$38,987	\$47,564	\$43,665	\$53,271	5.4%	22.0%
10	2.5		\$41,092	\$50,133	\$46,023	\$56,149	5.4%	22.0%
11	0.75	3.25	\$43,311	\$52,840	\$48,509	\$59,181	5.4%	22.0%
12			\$45,643	\$55,684	\$51,120	\$62,366	5.4%	22.0%
13	1		\$47,647	\$58,130	\$53,365	\$65,105	4.4%	22.0%
14	12	12	\$50,214	\$61,261	\$56,239	\$68,612	5.4%	22.0%
15	1	1	\$52,925	\$64,568	\$59,276	\$72,316	5.4%	22.0%
16	2	3	\$55,780	\$68,052	\$62,474	\$76,218	5.4%	22.0%
17	1		\$58,792	\$71,726	\$65,847	\$80,334	5.4%	22.0%
18	3	4	\$61,961	\$75,592	\$69,396	\$84,663	5.4%	22.0%
19			\$65,296	\$79,662	\$73,132	\$89,221	5.4%	22.0%
20	2	2	\$68,811	\$83,949	\$77,068	\$94,023	5.4%	22.0%
21			\$72,514	\$88,468	\$81,216	\$99,084	5.4%	22.0%
22			\$76,419	\$93,231	\$85,589	\$104,419	5.4%	22.0%
23			\$80,536	\$98,254	\$90,200	\$110,044	5.4%	22.0%
24			\$84,876	\$103,548	\$95,061	\$115,974	5.4%	22.0%
25	1	1	\$89,449	\$109,128	\$100,183	\$122,224	5.4%	22.0%
26			\$94,269	\$115,008	\$105,581	\$128,809	5.4%	22.0%
27			\$99,345	\$121,201	\$111,267	\$135,745	5.4%	22.0%
28			\$104,700	\$127,733	\$117,263	\$143,061	5.4%	22.0%
29			\$110,345	\$134,621	\$123,586	\$150,775	5.4%	22.0%
30			\$116,027	\$141,554	\$129,951	\$158,540	5.1%	22.0%

	CCWA	Zone 7	Calleguas	Castaic Lake	Contra Costa	Goleta	Helix Water District	Las Virgenes	Buellton	Santa Barbara	Santa Maria	Santa Ynez	United Water
Retirement Plans (Defined Benefits)													
Do you offer a retirement plan (other than a 457K plan?)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
If yes, is it one of the CA-PERS plans?	Y	N	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y
PERS 2% @ 60													
PERS 2% @ 55	X		X	X				X	X			X	X
PERS 2.5% @ 55					2.25% @55		X						
PERS 2.7% @ 55						X				X	X		
Salary basis for which retirement benefits are calculated:													
Average 3 highest years	X	X	X										
1 year final compensation				X	X	X	X	X	X	X	X	X	X
Employer contribution rate	11.77%	17.26%	10.14%	12.30%		18.05%	8.56%	13.50%	12.06%	19.92%	12.28%	12.81%	100.00%
Employee contribution rate	7.00%	8.81%	7.00%	7.00%	1% to 3%	8.00%	8.00%	7.00%	7.00%	6.69%	8.00%	7.00%	0.00%
Total contribution rate	18.77%	26.07%	17.14%	19.30%		26.05%	16.56%	20.50%	19.06%	26.61%	20.28%	19.81%	100.00%
Employee contribution paid by employer	100.00%	100%	100.00%	100.00%	97% to 99%	100%	100%	100.00%	100.00%	34.99%	100.00%	100.00%	100%
Medical Insurance													
Do you provide or offer medical insurance to your employees?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Are employees required to contribute toward any portion of the premiums?	N	N	N	N	N	Y	N	Y	Y	Y	Y	N	Y
Percentage of monthly medical premiums paid by employees:													
employee only						0.00%		0%	City pays \$800/Mo	0%	City pays \$409.40/Mo	0%	0.00%
employee + 1						68.00%		0%	City pays \$814.04/Mo	0%	City pays \$615.40/Mo	0%	40.00%
family						77.00%		2%	City pays \$865.28/Mo	20%	City pays \$718.40/Mo	0%	40.00%
Do you provide medical insurance for retirees?	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Amount you pay toward coverage monthly		0 to 100%	\$695/Mo	100% HMO, 90% PPO	100%	same as employees	100% Emp + Family	Retiree + 1	\$800/Mo	\$7.25 per mo / yr service	\$35/mo.	to 100% (20 yrs. Serv.)	
Dental Insurance													
Do you provide or offer dental insurance to your employees?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Are employees required to contribute toward any portion of the premiums?	N	N	N	N	N	Y	Y	N	N	Y	Y	N	N
Percentage of monthly medical premiums paid by employees:											City pays \$33.88 emp. Only \$86.64 family		
employee only						0%	0%			0%			0%
employee + 1						34%	50%			5%			0%
family						51%	50%			41%			0%
Vision Insurance													
Do you provide or offer vision insurance to your employees?	Y	(part of MOU benefits)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Are employees required to contribute toward any portion of the premiums?	N	N	N	N	N	N	N	N	N	Y	Y	N	N
Percentage of monthly medical premiums paid by employees:											City pays \$8.60 emp. Only \$12.37 emp. +1 \$22.18 family		
employee only										0%			0%
employee + 1										27%			0%
family										53%			0%
Other Insurance													
Do you provide or offer long-term disability insurance to your employees?	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	N	Y
Are employees required to contribute toward any portion of the premiums?	N	Y	N	N	N	N	Y	N	N	N	Y		N
Do you provide or offer life insurance to your employees?	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	N	Y
Are employees required to contribute toward any portion of the premiums?	N	N	N	N	N	N	N	N	N	N	N		N
Do you provide or offer short-term disability insurance other than SDI?	Y	Y	Y	N	Y	Y	N	Y	N	Y	Y	Y	Y
Are employees required to contribute toward any portion of the premiums?	N	Y	N		N	Y	N	N	N	Y	Y	Y	Y

	CCWA	Zone 7	Calleguas	Castaic Lake	Contra Costa	Goleta	Helix Water District	Las Virgenes	Buellton	Santa Barbara	Santa Maria	Santa Ynez	United Water
Deferred Compensation Plans													
Do you offer a 401(k), 403(b) or 457 plan?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
For each \$1 contributed by employees, what does your organization contribute?	0	0	0	50% match to 3% of salary	District Match is based on Bargaining Unit. Unrepresented 2 to 5%; Confidential up to 4%; Professional 3%; Clerical no matching	0	Funds are matched on a dollar-for-dollar basis until the maximum total of \$500 is matched by the District.	Department Heads \$3,500 matching EP \$3,000 matching MSPC \$2,500 matching	6% of employee base pay	0	0	0	0
Other Miscellaneous Benefits													
Do you have an employee assistance program (EAP)?	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	N	Y
Do you have an Education Assistance Program?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Does your agency contribute/pay Social Security in addition to PERS?	N	Y	Y	N	N	Y	Y	Y	N	N	N	Y	Y
Provide auto allowance or agency vehicles for any positions?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
If yes, please list those position & allowance amount:	Executive Director - \$750, Deputy Director - \$250, Staff Engineer, Plant Supervisor, Regulatory Specialist, Maintenance Superintendent, Distribution Supervisor - vehicle	General Manager \$578 Department Managers agency vehicle	Vehicle for General Manager, O&M Manager, Engineering Manager, Gov & Legislative Manager, Resource Manager, Project Managers & O&M Supervisors	General Manager-vehicle Admin Serv Mgr, Water Resources Mgr, Retail Mgr, Asst Retail Mgr - vehicle or \$500/mo	All unrepresented positions except District Secretary \$475	General Manager & Chief Engineer - Vehicle Administrative Manager - \$600 Engineering Manager - \$600 Operations Manager - \$600	General Manager - \$600 Department Director - \$500 Water Quality & Treatment Manager - \$400		Vehicles for Public Works Director, Maintenance Utility Fieldworker I - III	Allowance for Mayor, Council and Executive Management		Vehicles for General Mgr and Hydrologist	Vehicles for General Manager, Chief Financial Officer, Engineering Manager, Executive Coordinator, Resource Planning Manager
Vacation Time Off													
Do you provide paid vacation time off?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Number of days provided for the following years of service.							Annual Leave						
1-5 years	10	10	12	10	13-17	19	24	13	10	13	10	10	10
6-10 yrs	15	15	15	15	17-21	19	30	15	15	18	12 to 16	15	15
11-15 yrs	20	20	18	19	19-23	24	33	16	20	23	17 to 20	20	15+1day per add'l year
16-20 years	20	25	21	20	23-28	24	36	18	20	25	20	20	20
Over 20 years	20	25	22	20	30-35	24	37	20	20	28	21	20	20
Sick Leave													
Do you provide paid sick leave?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
If yes, please enter the number of days provided per year.	12	13	12	12	12	12	Inc. in Annual Leave	12	12	12	12	12	12
Paid Holidays													
Do you provide paid holidays?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
If yes, please provide the number of days provided per year.	11	11	12	10	12	9	12	11	12	9	13	11	10.5
Paid Time Off													
PTO policy that combines various paid time off policies under one plan?	N	N	N	N	N	N	Y	N	N	N	N	N	N
If yes, please enter the number of days provided per year.							24 days Annual Leave						
Administrative Leave													
Does your agency provide administrative or personal leave for any position?	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
If yes, please list those positions and number of days per year.	Executive Director and Deputy Director, Chief Engineer - 5 days	Management positions 7 days	General Manager 6 plus 3 weeks extra paid vacation O&M Manager 5 Engineering Manager	all 2 days	1-12 days depending on Bargaining Unit	General Manager 10 days		Department Heads 11 days, EP 9 days	Public Works Director 5	Personal leave provided for all positions within SEIU, supervisory and management groups 4 days	Management Leave 10	General Mgr 5 Hydrogeologist 5	Managers <5 years 26 Managers >5 years 36