



Memo

To: Board of Directors
From: Alan Clanin, General Manager
Date: December 14, 2018
Subject: Salary and Benefit Review

**** CONFIDENTIAL ****

Last June, the Board of Directors requested the District conduct a Salary and Benefits survey to insure the District is in a position to retain current employees and to attract quality employees.

History: Salary Surveys are typically conducted every 3 to 5 years and are designed to compare several areas of compensation with that of other districts. Crestline Village Water District last conducted a similar Salary Survey in 2015 that addressed the following;

- Transfer responsibility for the employee CalPERS contributions back to the employees.
- Adjust employee compensation and benefits to be competitive with other Districts and to encourage longevity.
- Adjust Paid Time Off (PTO) policy to reflect changes in State law regarding mandatory Sick Leave.

Analysis: The results of the Salary and Benefits Survey conducted solicited information from seven neighboring water districts that would be likely candidates to hire current or potential employees. While exact comparisons are difficult at best to establish, the survey indicates that the District appears to be slightly above the average of the other districts surveyed. While this is not a bad position to be in, the Board desires to move its compensation and benefits package to an above average position to not only be in a better position to attract quality future employees, but to also retain the current quality employees of the District.

Recommendation: The President of the Board of Directors create an Ad Hoc Committee and appoint two Directors to work with the General Manager to determine if an adjustment to the current Salary Schedule and Benefit Package is necessary.

LEFT BLANK INTENTIONALLY

General Manager:		Office Manager:	
1	CucamongaVWD Set by Board	\$291,300	1 RSWD Compensated 8% for CalPERS
2	East Valley WD Set by Board	\$273,291	2 CucamongaVWD Compensated 6% for CalPERS
3	West Valley WD Set by Board	\$233,335	3 CVWD
4	CLAWA Set by Board (per Transparent California 2015)	\$203,637	4 CLAWA Compensated 8% for CalPERS
5	RSWD Set by Board	\$169,824	5 East Valley WD Compensated 6% for CalPERS
6	LACSD Set by Board (per Transparent California 2016)	\$162,047	6 West Valley WD Compensated 8% for CalPERS
7	BBCSD Set by Board	\$158,724	7 BBCSD
8	CVWD Set by Board	\$153,982	8 LACSD

				Base	\$158,486
				High	\$147,641
				Median	\$116,973
				Low	\$93,174
				High	\$147,051
				Median	\$112,512
				Low	\$77,974
				High	\$136,702
				Median	\$109,128
				Low	\$81,635
				High	\$129,840
				Median	\$114,395
				Low	\$98,951
				High	\$124,854
				Median	\$113,781
				Low	\$72,469
				High	\$118,476
				Median	\$103,303
				Low	\$88,150
				High	\$117,166
				Median	\$102,304
				Low	\$87,443

Field Supervisor:

1	RSWD Compensated 8% for CalPERS	Base \$158,836
2	CLAWA Compensated 8% for CalPERS	High \$150,919 Median \$121,636 Low \$92,352
3	CucamongaVWD Compensated 6% for CalPERS	High \$147,641 Median \$126,539 Low \$105,436
4	CVWD	High \$130,278 Median \$99,693 Low \$69,159
5	West Valley WD Compensated 8% for CalPERS	High \$119,302 Median \$96,085 Low \$72,869
6	BBCCSD	High \$112,568 Median \$97,291 Low \$82,013
7	East Valley WD Compensated 6% for CalPERS	High \$109,503 Median \$104,377 Low \$99,251
8	LACSD	High \$101,384 Median \$88,540 Low \$75,695

Foreman:

1	CLAWA Compensated 8% for CalPERS	High \$114,994 Median \$97,316 Low \$79,639
2	CucamongaVWD Compensated 6% for CalPERS	High \$109,710 Median \$97,047 Low \$84,384
3	CVWD	High \$97,073 Median \$80,682 Low \$64,292
4	West Valley WD Compensated 8% for CalPERS	High \$94,659 Median \$81,034 Low \$67,410
5	LACSD	High \$89,673 Median \$78,306 Low \$66,938
6	RSWD Compensated 8% for CalPERS	Base \$86,009
7	East Valley WD Compensated 6% for CalPERS	High \$81,481 Median \$77,666 Low \$73,852
8	BBCCSD	High \$78,497 Median \$69,720 Low \$60,942

Serviceman:			Customer Service Representative:		
1	CLAWA Compensated 8% for CalPERS	High Median Low \$99,169 \$75,757 \$52,345	1	CVWD	High Median Low \$84,926 \$64,504 \$44,803
2	CucamongaVWD Compensated 6% for CalPERS	High Median Low 95,394 \$79,521 \$63,650	2	CLAWA Compensated 8% for CalPERS	High Median Low \$75,609 \$59,823 \$44,038
3	West Valley WD Compensated 8% for CalPERS	High Median Low \$90,166 \$67,972 \$45,777	3	West Valley WD Compensated 8% for CalPERS	High Median Low \$74,261 \$58,919 \$43,176
4	CVWD	High Median Low \$88,046 \$68,639 \$49,233	4	CucamongaVWD Compensated 6% for CalPERS	High Median Low \$66,869 \$59,154 \$51,440
5	RSWD Compensated 8% for CalPERS	High Median Low \$78,595 \$67,902 \$57,209	5	East Valley WD Compensated 6% for CalPERS	High Median Low \$66,673 \$58,118 \$49,563
6	East Valley WD Compensated 6% for CalPERS	High Median Low \$77,601 \$67,285 \$57,567	6	RSWD Compensated 8% for CalPERS	High Median Low \$67,305 \$58,611 \$49,918
7	LACSD	High Median Low \$70,267 \$53,793 \$37,320	7	BBCCSD	High Median Low \$59,550 \$50,990 \$42,429
8	BBCCSD	High Median Low \$58,633 \$50,157 \$41,681	8	LACSD	High Median Low \$57,678 \$47,424 37,170

BENEFIT SURVEY

	CVWD 13	CLAWA 10	LACSD 55	RSWD Wastewater Treatment, 4 WW	CucamongaVWD 127	BBCSD 35	East Valley WD 70	West Valley WD 77
Number of Full-Time Employees:								
General Manager: Under policy direction of the Board of Directors, is chief executive of the District; working through subordinate managers and supervisors, is responsible for all agency activities, including design, construction, finance, operations and maintenance.	Wage set by Board Currently: \$153,982	Wage set by Board \$162,540 - \$228,996 Currently: \$188,553.00 <small>(per Transparent California 2015)</small>	Wage set by Board Currently: \$162,046.81 <small>(per Transparent California 2016)</small>	Wage set by Board Currently: \$169,824.00 Base \$146,515	Wage set by Board Currently: \$291,300.00 Chief Financial Officer \$87,900 - \$139,284	Wage set by Board Currently: \$158,724 Administrative Department Manager \$88,150 - \$118,476	Wage set by Board Currently: \$131.39 per hour \$273,291 Cust Serv Supv / Business Services Manager \$93,350 - \$122,491	Wage set by Board Currently: \$222,227 - \$244,444 Cust Serv Supv / Business Services Manager \$67,101-\$115,606
Office Manager: Under administrative direction of the General Manager, is responsible for a variety of administrative service activities, which include finance, investments, data processing, customer service, meter reading and collections, insurance and risk management, personnel and employee relations and purchasing.	Pay Range 2B-43 \$77,126 - \$146,203 Currently: \$111,425 annually	Pay Range 24AA-30AF \$75,588 - \$126,576	Operations Manager 19A1 - 19A77 \$87,443.20 - \$117,166.40	Administration Supervisor Base \$146,515	Chief Financial Officer \$87,900 - \$139,284	Administrative Department Manager \$88,150 - \$118,476	Cust Serv Supv / Business Services Manager \$93,350 - \$122,491	Cust Serv Supv / Business Services Manager \$67,101-\$115,606
Customer Service Representative: Under general supervision, provides customer service, is responsible for maintaining customer accounts, processing water billings, answering customer inquiries, processing payments and following up on delinquent accounts; may balance receipts and prepare bank deposits; other duties as required.	Pay Range 7-21 \$44,803 - \$84,926 Currently: \$50,648 - \$64,729	Pay Range 12-18 \$40,776 - \$70,008	Grade 1000 - 1150 \$37,169.60 - \$57,678.40	Administrative Assistant/Senior Billing Clerk \$45,989 - \$62,088	Customer Service Representative \$48,528 - \$63,084	Customer Service Representatives \$42,428 - \$59,550	Customer Service Representative 1-3 \$46,758 - \$62,899	Customer Service Representative 1-3 \$39,978 - \$68,390
Field Supervisor: Under general supervision of the General Manager, is responsible for planning, design construction and inspection of new water treatment equipment and distribution facilities and appurtenances; coordinates and directs operations activities, including treatment equipment and distribution system maintenance; performs customer service work and other duties as required.	Pay Range 24-38 \$68,161 - \$129,230 Currently: \$108,721	Pay Range 27-32 \$85,512 - \$139,740	Grade 17B \$75,545.60 - \$101,233.60	Water Division Supervisor \$146,515.00	Water Supervisor/Manager \$99,468 - \$139,284	Superintendents \$81,848 - \$112,403	Field Service Supervisor \$93,350 - \$103,022	Maintenance / Water Utility Supervisor \$67,101 - \$110,094
Foreman: Under general supervision, is responsible for coordinating and directing operations activities, including treatment equipment and distribution system functions; performs customer service work and other duties as required.	Pay Range 20-26 \$63,294 - \$96,075 Currently: \$0.00	Pay Range 24-26A \$73,740 - \$106,476	Grade 1600 \$66,788.80 - \$89,523.20	Operator 3 Base \$79,082	Water Utility Supervisor \$79,608 - \$103,500	Foreman \$60,777 - \$78,332	Senior Field Service Worker \$69,389 - \$76,586	Senior Field Service Worker \$62,046 - \$87,277
Serviceman: Under direct supervision, operates, maintains and installs water treatment equipment and water distribution facilities and appurtenances, maintains records of activities, performs varied unskilled or semi-skilled manual tasks in the field or shop; performs customer service work and other duties as required.	Pay Range 10-22 \$48,235 - \$87,048 Currently: \$54,558 - \$82,846	Pay Range 15AA-23AF \$48,468 - \$91,824	Grade 11A - 1350 \$37,169.60 - \$70,116.80	Water Operator 1-3 \$52,416-\$72,218	Water Utility Worker I / Water Treatment Operator II Base \$56,648-\$84,900	Service Workers, Operators, Specialists \$41,516 - \$58,468	Field Service Worker \$54,025 - \$72,925	Water Maintenance Worker / Operator 2 \$42,016 - \$63,117

Max No. Benefit for Medical, Dental & Vision:	CVWD Medical, Dental & Vision	CLAWA Medical, Dental & Vision	LACSD Medical, Dental & Vision	RSWD Medical, Dental & Vision	CucamongaVWD Medical, Dental & Vision	BCCCSO Medical, Dental & Vision	East Valley WD Medical, Dental & Vision	West Valley WD Medical, Dental & Vision
	\$1,538.00 District Share Amount Covers Medical, Dental & Vision	No max	\$1836.06 District Share Amount Covers Medical, Dental & Vision	\$1,374.00 Vision and Dental Paid in Full	Executive Staff: District pays 80% employees pays 20% All other staff: District pays 85% employees pays 15%	Medical Cap of \$1262.91 Vision and Dental Paid in Full	5% of difference for all Management, 10% for all other classifications 100% for all employees and dependents	100% for all classifications and dependents

Life, AD & D, & Long Term Disability: Premiums Paid By:	CVWD Short Term Disability Employer	CLAWA Short Term Disability Employer	LACSD Short Term Disability Employer	RSWD Short Term Disability Employer	CucamongaVWD Short Term Disability Employer	BCCCSO Short Term Disability Employer	East Valley WD Short Term Disability Employer	West Valley WD Short Term Disability Employer
	AD&D, Long Term Disability & Short Term Disability Twice annual salary to a maximum of \$100,000 N/A N/A N/A	AD&D, Long Term Disability & Short Term Disability Twice annual salary to a maximum of \$150,000 N/A N/A \$10,000.00 (decreases with age)	AD&D, Long Term Disability & Short Term Disability Twice annual salary to a maximum of \$350,000 N/A N/A N/A	AD&D, Long Term Disability & Short Term Disability Twice annual salary to a maximum of \$225,000 N/A N/A N/A	AD&D, Long Term Disability & Short Term Disability AD&D = \$4.90 per employee monthly LTD = \$0.305 per \$100 of covered monthly payroll STD = \$0.050 per \$10 of weekly benefit	AD&D, Long Term Disability & Short Term Disability \$15,000 death benefit for active employees Paid by District	AD&D, Long Term Disability & Short Term Disability Management \$150,000 All others \$100,000 N/A N/A	AD&D, Long Term Disability & Short Term Disability Twice annual salary to a maximum of \$125,000 LTD = 70% of earnings or \$5000, whichever is less N/A N/A

Paid Holidays:	CVWD Paid Holidays	CLAWA Paid Holidays	LACSD Paid Holidays	RSWD Paid Holidays	CucamongaVWD Paid Holidays	BCCCSO Paid Holidays	East Valley WD Paid Holidays	West Valley WD Paid Holidays
	10 per year New Years Day, Presidents Day, Memorial Day, 4th of July, Labor Day, Veteran's Day, Thanksgiving and day after, Christmas and Christmas Floating holiday	11.5 New Years Day, Presidents Day, Memorial Day, 4th of July, Labor Day, Veteran's Day, Thanksgiving and day after, Christmas and Christmas Floating holiday	12 New Years Day, Martin Luther King Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving and day after, Christmas and day after	13 New Years Day, Martin Luther King Day, Presidents Day, Memorial Day, 4th of July, Labor Day, Veteran's Day, Thanksgiving and day after, Christmas and Christmas Floating holiday	10 + 3 personal days Full Day Holidays: New Years Day, Presidents Day, Memorial Day, July 4th, Labor Day, Veterans Day, Thanksgiving Day & day after, Christmas Eve (if it falls Monday - Thursday), and Christmas Day Half Day Holidays - Good Friday, and New Years Eve (must be employees scheduled work day)	11 per year New Years Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, Thanksgiving Friday, Christmas Eve and Christmas Day and 16 hours of Floating Holiday	13 New Years Day, Presidents Day, Memorial Day, 4th of July, Labor Day, Veteran's Day, Thanksgiving and day after, Christmas and Christmas Floating holiday	12 New Years Day, Presidents Day, MLK Day, Memorial Day, 4th of July, Labor Day, Veteran's Day, Thanksgiving and day after, Christmas and Christmas Floating holiday

Longevity Pay:	CVWD Longevity Pay	CLAWA Longevity Pay	LACSD Longevity Pay	RSWD Longevity Pay	CucamongaVWD Longevity Pay	BCCCSO Longevity Pay	East Valley WD Longevity Pay	West Valley WD Longevity Pay
	2.5% every 5 yrs after 5 years of service Vacation Leave PTO: 1-5 years = 22 working days/year 6-10 years = 27 days working days/year 11+ years = 32 working days/year	0 Completion of 84 months = 1.0 week's pay 120 months = 1.5 weeks a pay 180 months = 2.0 weeks a pay 240 months = 2.5 weeks a pay	0 0-60 Months = 6.67 hours / mo 61-120 Months = 10.00 hours / mo 121 Months + = 13.33 hours / mo	0 1-5 years = 2 work weeks 6-10 years = 3 work weeks 11-15 years = 4 work weeks 1 additional week for every 5 years	0 10 days after 1 year 20 days after 10 years	0 0-6 yrs = 13 Days, 7-10 yrs = 18 Days plus 1 Day/Yr after up to 24 Days / Year	0 Vacation Leave less than 3 years - 104 hours per year 3-15 years - 160 hours per year 15 years plus - 208	0 Vacation Leave After 1 year: 80 hours After 4 years: 120 hours After 9 years: 160 hours After 14 years: 200 hours

Vacation Leave:	CVWD Vacation Leave	CLAWA Vacation Leave	LACSD Vacation Leave	RSWD Vacation Leave	CucamongaVWD Vacation Leave	BCCCSO Vacation Leave	East Valley WD Vacation Leave	West Valley WD Vacation Leave
	1-5 years = 22 working days/year 6-10 years = 27 days working days/year 11+ years = 32 working days/year	0 1-5 years = 2 work weeks 6-10 years = 3 work weeks 11-15 years = 4 work weeks 1 additional week for every 5 years	0 0-60 Months = 6.67 hours / mo 61-120 Months = 10.00 hours / mo 121 Months + = 13.33 hours / mo	0 1-5 years = 2 work weeks 6-10 years = 3 work weeks 11-15 years = 4 work weeks 1 additional week for every 5 years	0 10 days after 1 year 20 days after 10 years	0 0-6 yrs = 13 Days, 7-10 yrs = 18 Days plus 1 Day/Yr after up to 24 Days / Year	0 Vacation Leave less than 3 years - 104 hours per year 3-15 years - 160 hours per year 15 years plus - 208	0 Vacation Leave After 1 year: 80 hours After 4 years: 120 hours After 9 years: 160 hours After 14 years: 200 hours

Sick Leave:	CVWD Sick Leave	CLAWA Sick Leave	LACSD Sick Leave	RSWD Sick Leave	CucamongaVWD Sick Leave	BCCCSO Sick Leave	East Valley WD Sick Leave	West Valley WD Sick Leave
	1 day per month PTO included in above.	1 day per month	12 Days	8 hours per month	12 days per year	8 hours per month	104 hours/year	12 days per year

Administrative Leave: Annual Leave hours for Supervisors and Managers:	CVWD Administrative Leave	CLAWA Administrative Leave	LACSD Administrative Leave	RSWD Administrative Leave	CucamongaVWD Administrative Leave	BCCCSO Administrative Leave	East Valley WD Administrative Leave	West Valley WD Administrative Leave
	No	No	No	Comp time accrued for exempt staff = 1.5 hours for hour worked in excess of 8 hours/day	GM - 5 days C/O's - 5 days Executive Staff - 3 days Supervisors - 2 days	40 hours per year for Exempt employees	Executive Management 64 hours/year Senior Management 56 hours/year Management 48 hours/year Professional 40 hours/year	Executive Management 64 hours/year Senior Management 56 hours/year Management 48 hours/year Professional 40 hours/year

Employee Assistance Program:	CVWD Employee Assistance Program	CLAWA Employee Assistance Program	LACSD Employee Assistance Program	RSWD Employee Assistance Program	CucamongaVWD Employee Assistance Program	BCCCSO Employee Assistance Program	East Valley WD Employee Assistance Program	West Valley WD Employee Assistance Program
	No	No	Yes, 3 Face-to-Face Counseling Sessions	Yes	Yes	Yes	No	No

Alternative Work Schedule:	CVWD Alternative Work Schedule	CLAWA Alternative Work Schedule	LACSD Alternative Work Schedule	RSWD Alternative Work Schedule	CucamongaVWD Alternative Work Schedule	BCCCSO Alternative Work Schedule	East Valley WD Alternative Work Schedule	West Valley WD Alternative Work Schedule
	No Staff works 8 hour days Monday - Friday	No Employee has a choice of traditional work schedule or a 9/80 work schedule.	Yes Employee has a choice of traditional work schedule or a 9/80 work schedule.	No 80 hours within 2 week period 5/6 (x2), 9/80, 4/10	Yes 9/80 work schedule Executive Staff works 8 hour days Monday - Friday Water Treatment Plant - retaining shifts	Yes 9/80 80 hours within 2 week period 5/6 (x2), 9/80, 4/10	No 9/80	Yes 9/80 work schedule Executive Staff works 8 hour days Monday - Friday

Car Allowance:	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance
Vehicle provided to General Manager and Field Supervisor for full-time use.	Vehicle provided to General Manager	Yes, Varies from Mileage Expense for some positions to \$600 for GM	N/A	Car Allowance for GM = \$1,100/monthly	Vehicle provided for General Manager full time use	\$250.00 per month for Senior Management	Vehicle provided to General Manager	\$500.00 per month for Executive Management, \$1000.00 per month for General Manager	Vehicle provided to General Manager and Supervisors as required
Vehicle allowance to Assistant General Manager	Vehicle provided to Assistant General Manager	Vehicle provided others as needed for work		Vehicles are assigned to the Assistant GM, Chief Operating Officer, Construction & Maintenance Superintendent, Water Treatment Superintendent, Water Production Superintendent, Field Supervisors, and Stand-by personnel	Vehicle provided others as needed for work				