



August 5, 2019

Classification and Compensation Study
Volume II – Total Compensation
Final Report

Eastern Municipal Water District

KOFF & ASSOCIATES

GEORG S. KRAMMER

Chief Executive Officer

2835 Seventh Street
Berkeley, CA 94710
www.KoffAssociates.com

gkrammer@koffassociates.com

Tel: 510.658.5633

Fax: 510.652.5633

August 7, 2019

Ms. Laura Zamora
Director of Human Resources
Eastern Municipal Water District
2270 Trumble Road
Perris, CA

Dear Ms. Zamora:

Koff & Associates is pleased to present the final classification and compensation report, Volume II, Total Compensation Study – this document presents the market total compensation survey, methodologies and findings. Volume I – Classification Study was sent under separate cover.

We would like to thank you for your assistance and cooperation without which this study could not have been brought to its successful completion.

Very truly yours,



Georg S. Krammer
Chief Executive Officer



TABLE OF CONTENTS

LIST OF TABLES	1
APPENDICES	1
EXECUTIVE SUMMARY	2
Background	2
Summary of Findings	2
STUDY PROCESS	2
Benchmark Classifications.....	2
Comparator Agencies.....	8
Salary and Benefits Data	10
Data Collection	12
Matching Methodology	12
Data Spreadsheets.....	13
MARKET COMPENSATION FINDINGS.....	14
Base Salary.....	19
Total Compensation.....	20
INTERNAL SALARY RELATIONSHIPS	21
RECOMMENDATIONS.....	22
Pay Philosophy	22
USING THE MARKET DATA AS A TOOL	22



LIST OF TABLES

Table 1. Benchmark Classification.....	3
Table 2. Comparator Agencies	9
Table 3. Market Compensation Results Summary.....	14

APPENDICES

Appendix I: Results Summary

Appendix II: Market Compensation Findings



EXECUTIVE SUMMARY

Background

In April 2017, the Eastern Municipal Water District (“District”) contracted with Koff & Associates (“K&A”) to conduct a classification and total compensation study for all of the District’s classifications. All classification and compensation findings, recommendations, and options for implementations are in Volumes I and II of this report.

This compensation review process was precipitated by:

- The concern of the Board of Commissioners and management that employees should be recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the District to recruit and retain a high-quality staff;
- The desire to have a compensation plan that can meet the needs of the District; and
- The desire to ensure that internal relationships of salaries are based upon objective, non-quantitative evaluation factors, resulting in equity across the District.

The goal of the classification and compensation study was to assist the District in developing a competitive pay and benefit structure, which is based upon market data, to ensure that the plan is fiscally responsible, and meets the needs of the District with regards to recruitment and retention of qualified staff.

Summary of Findings

This report summarizes the study methodology, analytical tools, and the total compensation (salary and benefits) survey findings. The results of the total compensation study showed:

- The District’s **base salaries, overall, in comparison to the market median are 9.9% below market.**
- The District’s **total compensation, overall, in comparison to the market median is 0.1% above the market.**
- The District’s **benefits package** puts the District in a more competitive position compared to the market and, therefore, salary decisions should be based on total compensation versus base salary market results.
- K&A considers a classification falling within 5% of the median to be competitive.

STUDY PROCESS

Benchmark Classifications

The study included 140 benchmark classifications which were selected in order to collect salary and benefits data within the defined labor market. Classifications that we would expect to



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

provide a sufficient sample for analysis were selected as “benchmarks” to use as the basis to build the compensation plan. Benchmark classifications are those classifications that are compared to the market, and these classifications are used as a means of anchoring the District’s overall compensation plan to the market.

Survey classifications which yielded insufficient data, and or those classifications not surveyed are included in the District’s compensation plan and will be aligned to the benchmark classifications using internal equity principles.

The benchmark classifications are listed in **Table 1**.

Table 1. Benchmark Classification

Classification Title
1. Accountant II
2. Administrative Assistant II
3. Air Quality compliance Analyst II
4. Asset Management Technician II
5. Assets & Facilities Manager
6. Automated Meter Repair (AMR) Technician
7. Automated Metering Infrastructure (AMI) Specialist
8. Backflow & Cross Connection Control Specialist II
9. Board Secretary
10. Building and Facilities Technician II
11. Business Solutions Manager
12. Business Systems Analyst II
13. Buyer
14. Call Center Training Coordinator
15. CEQA/NEPA Analyst II
16. Civil Engineer II
17. Civil Engineering Associate II
18. CMMS Software Support Specialist II
19. Collections Representative II



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title
20. Collections Systems Utility Worker II
21. Computer Technician II
22. Conservation Analyst II
23. Conservation Program Manager
24. Conservation Program Specialist II
25. Construction Administration Representative II
26. Construction Administrator
27. Construction and Safety Inspection Manager
28. Construction and Safety Inspector II
29. Construction Project Administration Manager
30. Contracts Analyst II
31. Contracts Manager
32. Contracts Quality Assurance Inspector
33. Control and Communication Analyst II
34. Controls Technician II
35. Corrosion Control Technician
36. Customer Service Field Representative II
37. Customer Service Operations Manager
38. Customer Services Representative III
39. Database Administrator II
40. Development Services Manager
41. Development Services Technician I
42. Director of Customer Service
43. Director of Development Services
44. Director of Engineering
45. Director of Environmental & Regulatory Compliance



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title
46. Director of Field Engineering
47. Director of Finance
48. Director of Groundwater Management & Facilities Planning
49. Director of Human Resources
50. Director of Interagency Relations
51. Director of Maintenance
52. Director of Safety, Risk & Emergency Management
53. Director of Water Operations
54. Director of Water Reclamation
55. Director of Water Supply Planning
56. Distribution Operator II
57. Education Assistant
58. Electrical Services Manager
59. Electrician
60. Engineering Project Control Manager
61. Engineering Technician II
62. Enterprise Support Manager
63. Environmental Compliance Analyst II
64. Environmental Services Manager
65. Fabrication Mechanic II
66. Facilities Location Technician II
67. Facilities Painter II
68. Field Services Manger
69. Finance Technician II
70. Financial Analyst II
71. Financial Manager II



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title
72. Fleet Services Manager
73. Fleet Services Mechanic II
74. GIS Analyst
75. Grants & Loans Manager
76. Grants & Loans Program Analyst
77. Heavy Fleet Technician II
78. Human Resources Analyst II
79. Human Resources Technician II
80. HVAC Technician II
81. Industrial Engine Technician II
82. Interagency Relations Program Specialist
83. Laboratory Analyst III
84. Laboratory Technician
85. Land Surveyor Associate II
86. Land Surveyor II
87. Legislative Analyst II
88. Light Fleet Technician II
89. Maintenance and Operations Planner/Scheduler II
90. Maintenance Trades Assistant
91. Management Analyst II
92. Manager of Laboratory and Water Quality Services
93. Mapping Manager
94. Mapping Technician II
95. Mechanical Maintenance Technician II
96. Mechanical Services Manager
97. Meter Reader II



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title	
98.	Meter Services Manager
99.	Operations Analyst
100.	Operations Representative II
101.	Pipeline Construction Utility Worker II
102.	Potable Water Treatment Operator III
103.	Principal Engineering Technician II
104.	Principal Water Resources Specialist
105.	Programmer II
106.	Project Control Technician II
107.	Public Affairs Officer II
108.	Purchasing Manager
109.	Real Property Agent
110.	Real Property Manager
111.	Real Property Technician
112.	Records Management Supervisor/Contracts Specialist II
113.	Records Management Technician II
114.	Recycled Water Program Analyst
115.	Recycled Water Program Coordinator
116.	Safety & Claims Technician
117.	Safety & Emergency Management Officer
118.	Safety & Risk Manager
119.	Senior Construction Administrator
120.	Senior Engineering Geologist
121.	Service Contract Administrator
122.	Source Control Inspector II
123.	Source Control Manager



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title	
124.	Standby Administrator/Mapping Analyst
125.	Storekeeper II
126.	System Support Manager
127.	Systems Administrator II
128.	Systems Control Operator II
129.	Telephone Operator
130.	Treatment Process Control Specialist II
131.	Valve Technician II
132.	Warehouse Manager
133.	Wastewater Collection Manager
134.	Water Operations Manager
135.	Water Operations Technician II
136.	Water Reclamation Plant Maintenance Technician II
137.	Water Reclamation Plant Operator II
138.	Water Resources Planning Manager
139.	Water Resources Technician II
140.	Waterworks Technician II

Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. K&A compiled a potential list of comparator agencies based on the following factors:

- 1. Organizational type and structure** – It is generally recommended that agencies of a similar size and providing similar services to that of the District be used as comparators. When it comes to technical classes, the size of an organization is not as critical, as these classes perform fairly similar work. The difference in size of an organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Factors such as management of a large staff, consequence of error, the political nature of



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

the job, and its visibility all grow with larger organizations. When it is difficult to find agencies that are similarly sized, it is important to get a good balance of smaller and larger agencies.

- 2. Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- 3. Scope of services provided** – For the majority of classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal for comparators and most comparator agencies surveyed provide similar services to the District.
- 4. Labor market and geographic location** – In the reality that is today’s labor market, many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the communities they serve. The geographic labor market area, where the District may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to the District, the resulting labor market data generally reflects the region’s cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to the District.

The District agreed to a list of ten (10) agencies. One agency, the Alameda County Water District, was located in a geographic area with a higher cost of labor; data for that agency was adjusted consistent with percentage differences identified in the Economic Research Institute’s database.

Table 2. Comparator Agencies

Agency
1. Alameda County Water District
2. City of Riverside Public Utilities
3. Coachella Valley Water District
4. Elsinore Valley Municipal Water District
5. Inland Empire Utilities Agency
6. Irvine Ranch Water District
7. Orange County Sanitation District
8. Orange County Water District
9. Rancho California Water District
10. Western Municipal Water District



Salary and Benefits Data

The last element requiring discussion prior to beginning a market survey is the specific benefit data that will be collected and analyzed. The following salary and benefits data was collected for each benchmark classification (the cost of these benefits to each agency was converted into dollar amounts and can be found in Appendix II [Benefit Detail] of this report; these amounts were added to base salaries for total compensation purposes).

1. Monthly Base Salary

The top of the salary range and/or control point. All figures are presented on a monthly basis.

2. Employee Retirement

The retirement reflects the benefits offered to the majority of the employees:

- **PERS Formula:** The service retirement formula for each agency's Classic plan. For agencies with retirement systems established under the County Employees Retirement Law of 1937 ("37 Act"), retirement formulas were converted to the equivalent PERS formula for purposes of comparison.
- **Enhanced Formula Cost:** The baseline PERS formula is 2%@62. There is typically a cost to the employer for offering a formula with a higher benefit than the baseline formula. For each enhanced formula, the cost to the employer is based on actuarial percentage differences determined by PERS. The percentage value for each enhanced formula is:
 - 2%@60: = 1.5%
 - 2%@55: = 2.7%
 - 2.5%@55: = 4.9%
 - 2.7%@55: = 6.4%
 - 3%@60: = 7.4%
- **Employer Paid Member Contribution:** The amount of the employee's contribution to PERS that is paid by the employer (Employer Paid Member Contribution).
- **Single Highest Year:** The period for determining the average monthly pay rate when calculating retirement benefits. The base period is 36 highest paid consecutive months. When final compensation is based on a shorter period of time, such as 12 months' highest paid consecutive months, there is a cost to the employer. Similar to the enhanced formula, the cost to the employer is based on actuarial values calculated by PERS ranging from 0.5% to 0.7%. K&A multiplied the appropriate percentage by the top monthly salary to calculate the cost of the final compensation.
- **Social Security:** If an employer participates in Social Security, then the employer contribution of 6.2% of the base salary up to the federally determined maximum



Classification & Compensation Study

Volume II – Total Compensation Final Report

Eastern Municipal Water District

contribution for 2019 was used, consistent with the timeframe during which data was collected.

- **Other:** Any other retirement contributions made by the employer.

3. Deferred Compensation

Deferred compensation contributions provided to all employees of a classification with or without requiring the employee to make a contribution is reported.

4. Insurances

The employer paid premiums for an employee with family coverage was reported. The employer paid insurances included:

- Cafeteria/Flexible Benefit Plan
- Medical
- Dental
- Vision
- Life and Accidental Death and Dismemberment (“AD&D”) Insurances
- Long-Term Disability Insurance
- Short-Term Disability Insurance
- Retiree Medical
- Other

5. Leaves

The number of hours off for which the employer is obligated. All hours have been translated into direct salary costs. While sick leave is not normally collected, as it is usage-based, the District requested that 96 hours of sick leave be added to all agency bargaining units that had separate vacation and sick leave accounts; agencies with bargaining units utilizing Paid Time Off (PTO) accounts did not have the sick leave hours added.

- **Vacation:** The number of paid time off (or vacation) hours available to all employees who have completed five years of employment.
- **Sick Leave:** Per the District, 96 hours of sick leave was added to all agency bargaining units that had separate vacation and sick leave accounts.
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative:** Administrative (or management) leave is normally the number of paid leave hours available to Fair Labor Standards Act (“FLSA”) Exempt and/or management to reward for extraordinary effort (in lieu of overtime). This leave category may also include personal leave which may be available to augment vacation or other time off.



6. Other

This category includes any additional other benefits not captured above available to all in the class.

All of the benefit elements are negotiated benefits provided to all employees in the classification. As such, they represent an ongoing cost for which an agency must budget. Other benefit costs, such as tuition reimbursement, and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

Data Collection

Data was collected through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, budget and position control documents, benefits summaries and other relevant materials. The effective date of the data within this final report is January, 2019.

Matching Methodology

K&A believes that the data collection step is the most critical for maintaining the overall credibility of any study and relied on the District's classification descriptions as the foundation for comparison.

When K&A researches and collects data from the comparator agencies to identify possible matches for each of the benchmark classifications, there is an assumption that comparable matches may not be made that are 100% equivalent to the classifications at the District. Therefore, K&A does not match based upon job titles, which can often be misleading, but rather analyze class descriptions before a comparable match is determined.

K&A's methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;
- Distinguishing characteristics;
- Level within a class series (i.e., entry, experienced, journey, specialist, lead, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration, and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);



Classification & Compensation Study Volume II – Total Compensation Final Report Eastern Municipal Water District

- Consequences of action and decisions; and
- Working conditions.

In order for a match to be included, K&A requires that a classification’s “likeness” be at approximately 70% of the matched classification.

When an appropriate match is not identified for one classification, K&A often uses “hybrids” which can be functional or represent a span in scope of responsibility. A functional hybrid means that the job of one classification at the District is performed by two or more classifications at a comparator agency. A “hybrid” representing a span in scope means that the comparator agency has one class that is “bigger” in scope and responsibility and one class that is “smaller,” where the District’s class falls in the middle.

If an appropriate match could not be found, then no match was reported as a non-comparable (N/C).

Data Spreadsheets

For each benchmark classification, there are three information pages:

- Top Monthly Base Salary and Total Compensation Data (2 sheets per benchmark)
 - One sheet is sorted by top monthly
 - One sheet is sorted by total monthly
- Benefit Detail (Monthly Equivalent Values)

The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary and total compensation data spreadsheets. The Summary Results section of the data sheet presents the difference (percentage above or below) between the District’s salary and the market mean and median for each survey classification.

The mean is the sum of the comparator agencies’ salaries/total compensation divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above.

In order to calculate the mean and median, K&A requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for 66 of the 140 benchmark classifications; two (2) of the 66 matches are no longer in use, providing useable data for 64 matches.

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

MARKET COMPENSATION FINDINGS

The following table represents a summary of the market top monthly (base) salary and total compensation (base salary plus benefits [retirement, insurance, leaves, and allowances]) findings based on the market median. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top monthly salary market median is listed. The table is sorted in alphabetical order consistent with the data sheets in the appendices.

Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Monthly % Above or Below Median	Total Compensation % Above or Below Median
Accountant II	9	5.1%	5.7%
Administrative Assistant II	10	2.9%	14.5%
Air Quality Compliance Analyst II	1	Insufficient Data	
Asset Management Technician II	0	Insufficient Data	
Assets & Facilities Manager	1	Insufficient Data	
Automated Meter Repair (AMR) Technician	0	Insufficient Data	
Automated Metering Infrastructure (AMI) Specialist	0	Insufficient Data	
Backflow & Cross Connection Control Specialist II	6	0.6%	8.1%
Board Secretary	9	-4.3%	0.7%
Building and Facilities Technician II	7	-15.7%	5.3%
Business Solutions Manager	5	-10.2%	-2.9%
Business Systems Analyst II	7	-16.2%	-4.0%
Buyer	7	-9.4%	-5.5%
Call Center Training Coordinator	0	Insufficient Data	
CEQA/NEPA Analyst II	0	Insufficient Data	
Civil Engineer II	10	0.5%	9.4%
Civil Engineering Associate II	9	-2.6%	3.9%
CMMS Software Support Specialist II	0	Insufficient Data	
Collections Representative II	2	Insufficient Data	



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title	# of Matches	Top Monthly % Above or Below Median	Total Compensation % Above or Below Median
Collections Systems Utility Worker II	8	-6.3%	4.7%
Computer Technician II	7	6.4%	4.0%
Conservation Analyst II	4	N/A	N/A
Conservation Program Manager	3	Insufficient Data	
Conservation Program Specialist II	1	Insufficient Data	
Construction Administration Representative II	1	Insufficient Data	
Construction Administrator	1	Insufficient Data	
Construction and Safety Inspection Manager	2	Insufficient Data	
Construction and Safety Inspector II	9	-6.8%	-0.4%
Construction Project Administration Manager	0	Insufficient Data	
Contracts Analyst II	0	Insufficient Data	
Contracts Manager	0	Insufficient Data	
Contracts Quality Assurance Inspector	2	Insufficient Data	
Control and Communication Analyst II	8	-19.3%	-7.0%
Controls Technician II	10	-0.8%	8.7%
Corrosion Control Technician	1	Insufficient Data	
Customer Services Representative II	5	1.9%	14.3%
Customer Service Operations Manager	4	-10.3%	-2.4%
Customer Services Representative III	7	-3.3%	6.2%
Database Administrator II	7	-16.2%	-8.6%
Development Services Manager	0	Insufficient Data	
Development Services Technician I	5	6.2%	16.1%
Director of Customer Service	2	Insufficient Data	
Director of Development Services	1	Insufficient Data	
Director of Engineering	9	-10.7%	-9.6%
Director of Environmental & Regulatory Compliance	4	-25.6%	-13.4%



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title	# of Matches	Top Monthly % Above or Below Median	Total Compensation % Above or Below Median
Director of Field Engineering	0	Insufficient Data	
Director of Finance	5	-24.1%	-22.5%
Director of Groundwater Management & Facilities Planning	2	Insufficient Data	
Director of Human Resources	10	-2.4%	-5.3%
Director of Interagency Relations	0	Insufficient Data	
Director of Maintenance	3	Insufficient Data	
Director of Safety, Risk & Emergency Management	0	Insufficient Data	
Director of Water Operations	6	-15.6%	-6.4%
Director of Water Reclamation	6	-3.8%	2.9%
Director of Water Supply Planning	1	Insufficient Data	
Distribution Operator II	5	-10.7%	-4.9 %
Education Assistant	0	Insufficient Data	
Electrical Services Manager	2	Insufficient Data	
Electrician	6	-30.3%	-7.9%
Engineering Project Control Manager	0	Insufficient Data	
Engineering Technician II	8	-10.3%	6.3%
Enterprise Support Manager	3	Insufficient Data	
Environmental Compliance Analyst II	7	-4.5%	3.7%
Environmental Services Manager	2	Insufficient Data	
Fabrication Mechanic II	5	-8.8%	5.3%
Facilities Location Technician II	3	Insufficient Data	
Facilities Painter II	2	Insufficient Data	
Field Services Manager	7	-17.4%	-12.4%
Finance Technician II	9	-4.1%	10.2%
Financial Analyst II	9	-19.3%	-0.3%
Financial Manager II	4	-33.5%	-12.0%



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title	# of Matches	Top Monthly % Above or Below Median	Total Compensation % Above or Below Median
Fleet Services Manager	3	Insufficient Data	
Fleet Services Mechanic II	3	Insufficient Data	
GIS Analyst	7	-11.6%	8.4%
Grants & Loans Manager	1	Insufficient Data	
Grants & Loans Program Analyst	2	Insufficient Data	
Heavy Fleet Technician II	7	-4.3%	5.3%
Human Resources Analyst II	8	-4.9%	-0.4%
Human Resources Technician II	7	-2.4%	8.5%
HVAC Technician II	2	Insufficient Data	
Industrial Engine Technician II	1	Insufficient Data	
Interagency Relations Program Specialist	1	Insufficient Data	
Laboratory Analyst III	8	-13.7%	-4.1%
Laboratory Technician	7	-23.6	-0.9%
Land Surveyor Associate II	0	Insufficient Data	
Land Surveyor II	0	Insufficient Data	
Legislative Analyst II	4	-6.7%	-3.8%
Light Fleet Technician II	7	-10.2%	0.6%
Maintenance and Operations Planner/Scheduler II	5	-16.6%	-4.9%
Maintenance Trades Assistant	1	Insufficient Data	
Management Analyst II	7	-12.4%	-1.5%
Manager of Laboratory and Water Quality Services	7	-31.0%	-16.5%
Mapping Manager	0	Insufficient Data	
Mapping Technician II	1	Insufficient Data	
Mechanical Maintenance Technician II	8	-8.0%	3.4%
Mechanical Services Manager	5	-20.1%	-3.4%
Meter Reader II	5	-17.0%	-3.1%



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title	# of Matches	Top Monthly % Above or Below Median	Total Compensation % Above or Below Median
Meter Services Manager	2	Insufficient Data	
Operations Analyst	1	Insufficient Data	
Operations Representative II	2	Insufficient Data	
Pipeline Construction Utility Worker II	7	-5.4%	6.1%
Potable Water Treatment Operator III	8	-5.7%	7.6%
Principal Engineering Technician II	1	Insufficient Data	
Principal Water Resource Specialist	3	Insufficient Data	
Programmer II	1	Insufficient Data	
Project Control Technician II	0	Insufficient Data	
Public Affairs Officer II	9	13.2%	16.3%
Purchasing Manager	6	-7.9%	-2.2%
Real Property Agent	4	-13.7%	-7.3%
Real Property Manager	1	Insufficient Data	
Real Property Technician	1	Insufficient Data	
Records Management Supervisor/Contracts Specialist II	0	Insufficient Data	
Records Management Technician II	2	Insufficient Data	
Recycled Water Program Analyst	1	Insufficient Data	
Recycled Water Program Coordinator	1	Insufficient Data	
Safety & Claims Technician	1	Insufficient Data	
Safety & Emergency Management Officer	8	11.1%	12.5%
Safety & Risk Manager	5	N/A	N/A
Senior Construction Administrator	1	Insufficient Data	
Senior Engineering Geologist	3	Insufficient Data	
Service Contract Administrator	0	Insufficient Data	
Source Control Inspector II	6	-13.6%	-3.2%
Source Control Manager	2	Insufficient Data	



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Classification Title	# of Matches	Top Monthly % Above or Below Median	Total Compensation % Above or Below Median
Standby Administrator/Mapping Analyst	0	Insufficient Data	
Storekeeper II	10	-7.4%	5.0%
System Support Manager	0	Insufficient Data	
Systems Administrator II	9	-10.3%	1.0%
Systems Control Operator II	4	-4.2%	3.0%
Telephone Operator	2	Insufficient Data	
Treatment Process Control Specialist II	2	Insufficient Data	
Valve Technician II	0	Insufficient Data	
Warehouse Manager	1	Insufficient Data	
Wastewater Collection Manager	6	-10.3%	3.0%
Water Operations Manager	7	-30.5%	-18.5%
Water Operations Technician II	1	Insufficient Data	
Water Reclamation Plant Maintenance Technician II	9	-6.3%	5.3%
Water Reclamation Plant Operator II	9	-12.5%	2.4%
Water Resources Planning Manager	5	-31.0%	-17.2%
Water Resources Technician II	0	Insufficient Data	
Waterworks Technician II	0	Insufficient Data	

Base Salary

Top monthly salary market results show that nine (9) classifications are paid above the market median:

- Four (4) classifications are paid above the market median by less than 5%;
- Three (3) classifications are paid above the market median by more than 5% and less than 10%;
- Two (2) classifications are paid above the market median by more than 10% and less than 15%.



Classification & Compensation Study Volume II – Total Compensation Final Report Eastern Municipal Water District

Top monthly salary market results show that fifty-five (55) classifications are paid below the market median:

- Twelve (12) classifications are paid below the market median by less than 5%;
- Eleven (11) classifications are paid below the market median by more than 5% and less than 10%;
- Fourteen (14) classifications are paid below the market median by more than 10% and less than 15%;
- Nine (9) classifications are paid below the market median by more than 15% and less than 20%;
- Three (3) classifications are paid below the market median by more than 20% and less than 25%;
- One (1) classification is paid below the market median by more than 25% and less than 30%;
- Five (5) classifications are paid below the market median by more than 30%.

Generally, a classification falling within 5% of the median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy, actual scope of work, and position requirements. However, the District can adopt a different standard.

Total Compensation

Total compensation market results show that thirty-three (33) classifications are paid above the market median:

- Twelve (12) classifications are paid above the market median by less than 5%;
- Fifteen (15) classifications are paid above the market median by more than 5% and less than 10%;
- Four (4) classification are paid above the market median by more than 10% and less than 15%;
- Two (2) classification are paid above the market median by more than 15% and less than 20%.

Total compensation market results show that thirty-one (31) classifications are paid below the market median:

- Sixteen (16) classifications are paid below the market median by less than 5%;
- Eight (8) classifications are paid below the market median by more than 5% and less than 10%;
- Three (3) classifications are paid below the market median by more than 10% and less than 15%;



Classification & Compensation Study Volume II – Total Compensation Final Report Eastern Municipal Water District

- Three (3) classifications are paid below the market median by more than 15% and less than 20%;
- One (1) classification is paid below the market median by more than 20% and less than 30%.

Overall, the differences between market base salaries and total compensation indicate that the District's benefits package puts the District at a more competitive advantage. Further analysis indicates that, on average, classifications are 9.9% below the market median for base salaries, while that figure changes to 0.1% above the market median for total compensation, which is a 10% difference (i.e., the District "gains" a 10% competitive advantage when taking benefits into consideration).

INTERNAL SALARY RELATIONSHIPS

Building from the salary levels established for identified benchmark classes, internal salary relationships should be consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

For this study, K&A did not present any final salary recommendations for the District's classifications.

In the future, the District may continue to need to utilize internal alignment practices if the number of staff grows and additional classifications are added or classifications change. While analyzing internal relationships, the same factors analyzed when comparing the District's classifications to the labor market are used when making internal salary alignment recommendations.

In addition, the following are standard human resources practices that are commonly applied when making salary recommendations based upon internal relationships:

- A salary within 5% of the market average or median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of the position and its requirements. However, the District can adopt a different standard.
- Certain internal percentages are often applied. Those that are the most common are:
 - The differential between a trainee and experienced (or journey) class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - A lead or advanced journey-level (III or Senior-level) class is generally placed 10% to 15% above the journey-level.
 - A full supervisory class is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.
 - Management classes are normally placed 20% or more above the highest level supervised, depending on the breadth and scope of supervision, and the span of control.



Classification & Compensation Study Volume II – Total Compensation Final Report Eastern Municipal Water District

- Based on its historic practices, the District may adopt more tailored internal relationships consistent with its operational needs.
- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.

Internal equity between certain levels of classifications is a fundamental factor to be considered when making salary decisions. When conducting a market compensation survey, results can often show that certain classifications that are aligned with each other are not the same in the outside labor market. However, as an organization, careful consideration should be given to these alignments because they represent internal value of classifications within job families, as well as across the organization.

RECOMMENDATIONS

Pay Philosophy

The District has many options regarding what type of compensation plan it wants to implement. This decision will be based on what the District's pay philosophy is, at which level it desires to pay its employees compared to the market, and how great the competition is with other agencies over recruitment of a highly qualified workforce.

USING THE MARKET DATA AS A TOOL

K&A would like to reiterate that this report and the findings are meant to be a tool for the District to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff; however, financial realities and the District's expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data presented herein represents a market survey that will give the District an instrument to make future compensation decisions.

It has been a pleasure working with District on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully submitted by,

Koff & Associates

Georg S. Krammer
Chief Executive Officer



Classification & Compensation Study
Volume II – Total Compensation Final Report
Eastern Municipal Water District

Appendix I

Results Summary



Appendix II

Market Compensation Findings