

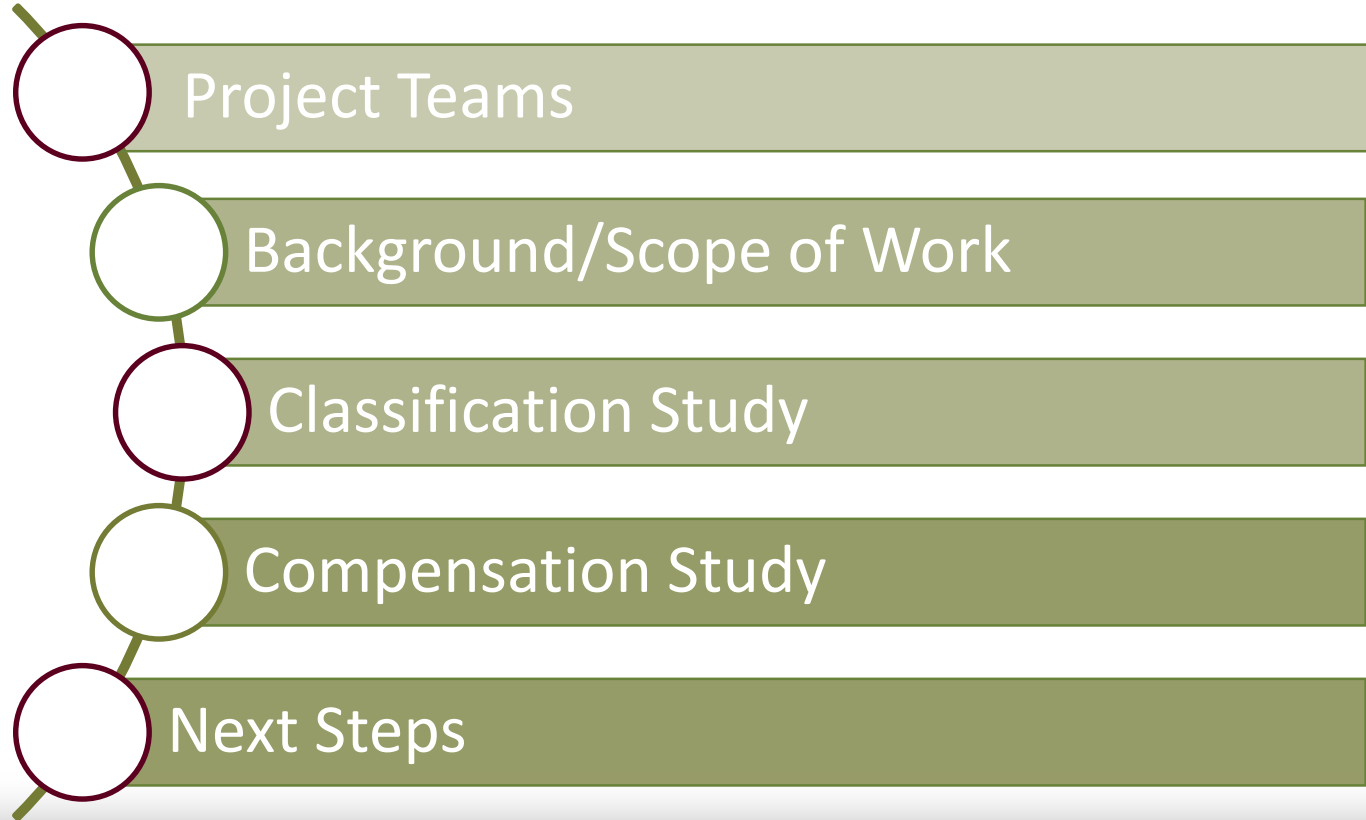


Santa Clarita Valley Water

Classification & Base Compensation Study
Finance and Administration Committee

October 19, 2020

Agenda





CPS HR Project Team

- **Suzanne Ansari**-Project Manager
- **Igor Shegolev**-Senior Human Resources Consultant
- **Jan Bentley**-Project Consultant
- **Leena Rai, PhD.**-Senior Human Resources Consultant
- **Layla Mansfield, PhD.**-Project Consultant/Technical Writer
- **Michelle Pellegrino**-Senior Human Resources Consultant
- **Lynda Guerra**-Administrative Technician

Santa Clarita Valley Water Project/Advisory Team

- **Eric Campbell**, Chief Financial and Administrative Officer
- **Rochelle Patterson**-Director of Finance & Administration
- **Aristea (Ari) Mantis**-Human Resources Supervisor
- **JoAnna Brison**-Administrative Technician
- **Linda Pointer**-Human Resources Analyst



Background & Scope of Work

Classification Study

- 115 classifications with 215 incumbents
- FLSA analysis

Base Compensation Study

- 40 benchmark classifications
- 12 labor market agencies

Classification Study



Classification Study Goals

- Maximize the recruitment and retention efforts
- Ensure classification specifications are current
- Ensure positions in series are properly titled and grouped into job families
- Ensure individual employees are properly classified
- Ensure accurate minimum qualifications, distinguishing characteristics, etc.
- Recommend a sound classification structure that will provide clear levels and career ladders



Standard Classification Factors

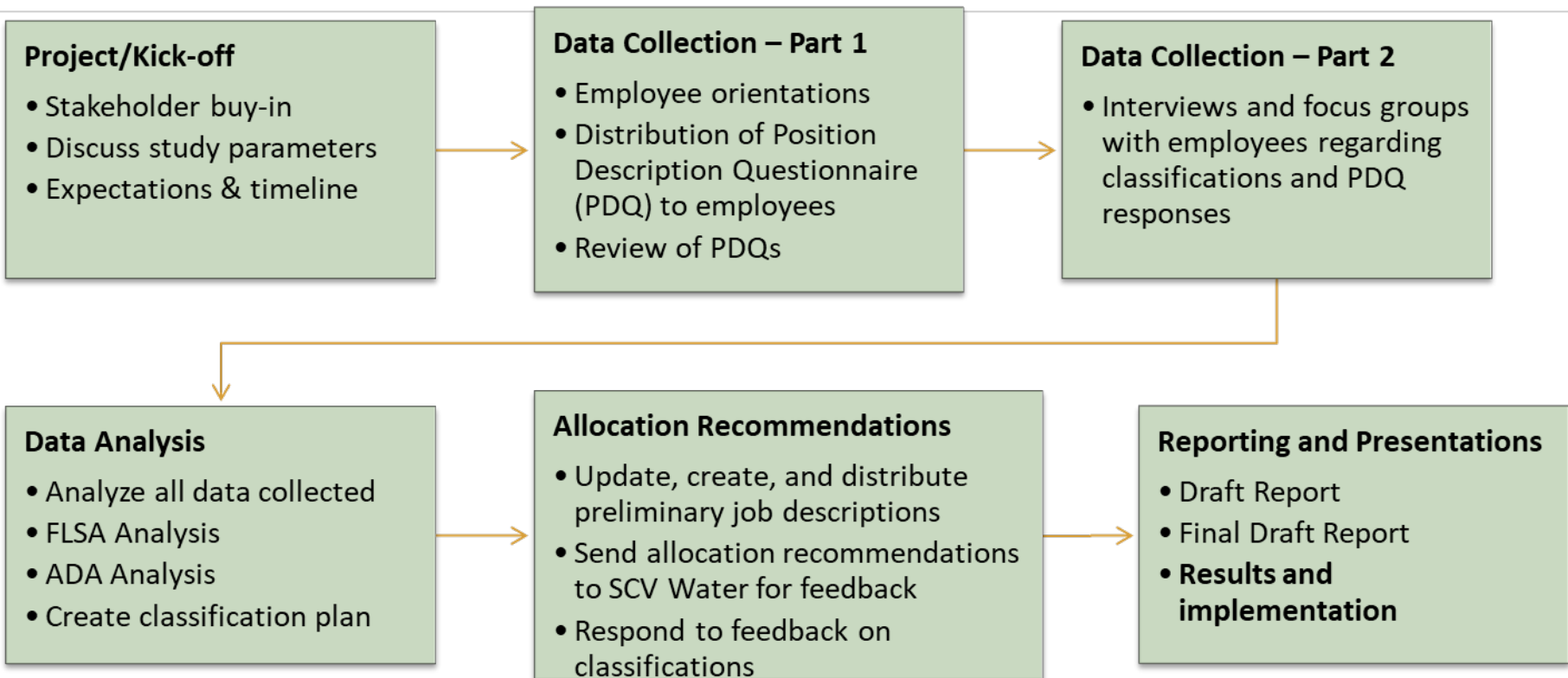
In order to develop classification/allocation recommendations, each position is first analyzed based on the nature of work performed. The nature of work refers to the occupation, profession, or subject matter field in which each position falls. Positions that perform work of similar nature are considered to be in the same “job family.” Within each job family, the level of the position is then determined by evaluating it against the following factors:

- **Decision-Making** - This consists of the decision-making responsibility and degree of independence or latitude that is inherent in the position, and the impact of the decisions.
- **Scope and Complexity** - This defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.
- **Impact** - This factor considers the impact on the organization, including accountability and the likelihood/consequence of error.
- **Contact with Others required by the Job** - This measures the types of contacts, and the purpose of the contacts.
- **Supervision Received and Exercised** - This describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.
- **Knowledge, Skills, and Abilities** - This defines the knowledge, skills, and abilities necessary to perform assigned responsibilities.
- **Minimum Qualifications** - These factors define the minimum requirements to qualify for the position, including the training, education, experience, licenses, certificates, bilingual requirements, physical demands, mental exertion, and other factors necessary to perform the assigned responsibilities.
- **Working Conditions** - These factors identify a hazardous, dangerous, or unpleasant environment, and notes any adverse conditions.

Classification Study Outcomes Included:

- No changes to positions
- Reclassification of positions
- Change in the title of positions
- Revision of class specifications
- Consolidation of classifications
- Establishment of new classifications

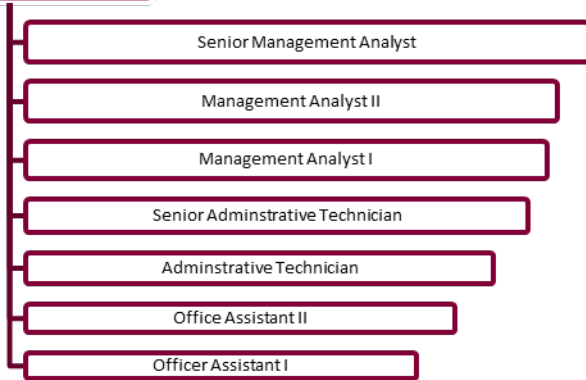
Classification Study Steps & Methodology



Career Ladders

The career ladders at SCV Water Agency are designed to identify gaps and facilitate opportunities for employees to progress to a higher level of job responsibility. See below, three (3) examples of career ladders for incumbents in the Administrative, Water Quality and Safety career paths. Please note, some of the classifications listed in the career ladders were existing classifications and some are new proposed classifications.

Administrative



Water Quality



Safety





Recommended Classification Plan

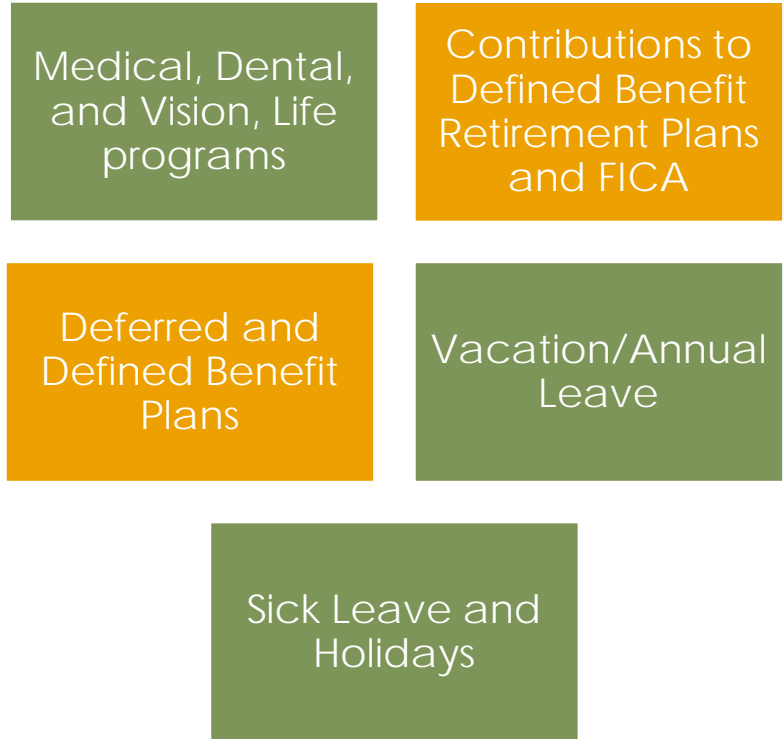
| CURRENT CLASSIFICATION | PROPOSED CLASSIFICATION | CURRENT CLASSIFICATION | PROPOSED CLASSIFICATION | CURRENT CLASSIFICATION | PROPOSED CLASSIFICATION | CURRENT CLASSIFICATION | PROPOSED CLASSIFICATION |
|---|--|--|---|--|--|---|--|
| GENERAL MANAGER | GENERAL MANAGER | ASSOCIATE WATER RESOURCES PLANNER | ASSOCIATE WATER RESOURCES PLANNER | PUBLIC AFFAIRS SPECIALIST I | PUBLIC AFFAIRS SPECIALIST I | SAFETY SPECIALIST | SAFETY SPECIALIST I (NEW CLASS SERIES) |
| ASSISTANT GENERAL MANAGER | ASSISTANT GENERAL MANAGER | BOARD SECRETARY | BOARD SECRETARY/EXECUTIVE ASSISTANT | WATER QUALITY SPECIALIST | WATER QUALITY SPECIALIST | UTILITY WORKER I | UTILITY WORKER I |
| CHIEF FINANCIAL & ADMINISTRATIVE OFFICER | CHIEF FINANCIAL & ADMINISTRATIVE OFFICER | PUBLIC AFFAIRS SPECIALIST III | SENIOR PUBLIC AFFAIRS SPECIALIST | EMERGENCY PREPAREDNESS & SAFETY COORDINATOR | EMERGENCY PREPAREDNESS & SAFETY COORDINATOR | OFFICE ASSISTANT II; ADMINISTRATIVE ASSISTANT | OFFICE ASSISTANT II |
| CHIEF OPERATING OFFICER | CHIEF OPERATING OFFICER | GIS SUPERVISOR/PLANNER | GIS MANAGER | N/A | PAYROLL SPECIALIST (NEW) | OFFICE ASSISTANT I | OFFICE ASSISTANT I |
| CHIEF ENGINEER | CHIEF ENGINEER | SAFETY OFFICER | ENVIRONMENTAL HEALTH & SAFETY SUPERVISOR | ASSISTANT CUSTOMER SERVICE SUPERVISOR | CUSTOMER SERVICE SPECIALIST | | |
| DIRECTOR OF FINANCE & ADMINISTRATION | DIRECTOR OF FINANCE & ADMINISTRATION | MANAGEMENT ANALYST | MANAGEMENT ANALYST II (NEW CLASS SERIES) | SENIOR IT TECHNICIAN | SENIOR IT TECHNICIAN | | |
| DIRECTOR OF OPERATIONS & MAINTENANCE | DIRECTOR OF OPERATIONS & MAINTENANCE | SENIOR TREATMENT PLANT OPERATOR | SENIOR TREATMENT PLANT OPERATOR | ENGINEERING TECHNICIAN II | ENGINEERING TECHNICIAN II | | |
| DIRECTOR OF TECHNOLOGY SERVICES | DIRECTOR OF TECHNOLOGY SERVICES | WATER CONSERVATION SPECIALIST III | SENIOR WATER CONSERVATION SPECIALIST | GIS/CAD TECHNICIAN II | GIS TECHNICIAN II (NEW CLASS SERIES) | | |
| DIRECTOR OF WATER RESOURCES | DIRECTOR OF WATER RESOURCES | FINANCIAL ANALYST | FINANCIAL ANALYST (NEW) | | INFORMATION TECHNOLOGY TECHNICIAN II (NEW CLASS SERIES) | | |
| RESOURCE CONSERVATION MANAGER | SUSTAINABILITY MANAGER | N/A | SCADA TECHNICIAN II (NEW CLASS SERIES) | IT TECHNICIAN | | | |
| PUBLIC INFORMATION OFFICER | COMMUNICATIONS MANAGER | N/A | WATER QUALITY SCIENTIST II | SENIOR UTILITY WORKER | SENIOR UTILITY WORKER | | |
| PRINCIPAL ENGINEER-CIP DESIGN/DISTR DESIGN | PRINCIPAL ENGINEER | WATER QUALITY SCIENTIST II | GIS/CAD TECHNICIAN II | SENIOR FIELD CUSTOMER SERVICE REPRESENTATIVE | SENIOR FIELD SERVICES WORKER | | |
| PRINCIPAL WATER RESOURCES PLANNER | PRINCIPAL WATER RESOURCES PLANNER | GIS/CAD TECHNICIAN II | N/A | | | | |
| HUMAN RESOURCES/RISK MANAGEMENT SUPERVISOR | HUMAN RESOURCES MANAGER | MANAGEMENT ANALYST; ADMINISTRATIVE ANALYST | MANAGEMENT ANALYST I (NEW CLASS SERIES) | SENIOR FACILITIES MAINTENANCE TECHNICIAN | SENIOR FACILITIES MAINTENANCE TECHNICIAN | | |
| CONTROLLER | CONTROLLER | EXECUTIVE ASSISTANT | EXECUTIVE ASSISTANT | WATER CONSERVATION SPECIALIST I | WATER CONSERVATION SPECIALIST I | | |
| OPERATIONS AND MAINTENANCE SUPERINTENDENT | WATER TREATMENT MANAGER (NEW) | ADMINISTRATIVE TECHNICIAN | EXECUTIVE ASSISTANT | PURCHASING COORDINATOR | PURCHASING COORDINATOR | | |
| OPERATIONS SUPERINTENDENT | WATER DISTRIBUTION MANAGER (NEW) | BUILDING & GROUNDS SUPERVISOR | EXECUTIVE ASSISTANT | EVENT COORDINATOR | EVENT COORDINATOR | | |
| SENIOR WATER RESOURCES PLANNER | WATER RESOURCES PLANNER (NEW) | N/A | BUILDING & GROUNDS SUPERVISOR | SENIOR ACCOUNTING TECHNICIAN | SENIOR ACCOUNTING TECHNICIAN | | |
| SENIOR ENGINEER | SENIOR WATER RESOURCES PLANNER | ASSISTANT ENGINEER | FIELD SERVICES SUPERVISOR (NEW) | | | | |
| LABORATORY & REGULATORY AFFAIRS SUPERVISOR | SENIOR ENGINEER | SENIOR ACCOUNTANT | ASSISTANT ENGINEER | WATER CONSERVATION EDUCATION SPECIALIST | WATER EDUCATION INSTRUCTOR | | |
| N/A | WATER QUALITY LABORATORY MANAGER | SENIOR DISTRIBUTION/MECHANICAL TECHNICIAN | SENIOR ACCOUNTANT | N/A | INFORMATION TECHNOLOGY TECHNICIAN I (NEW) | | |
| CUSTOMER SERVICE MANAGER | WATER RESOURCES PLANNER (NEW) | SENIOR ELECTRICAL TECHNICIAN | SENIOR WATER SYSTEMS TECHNICIAN | DISTRIBUTION/MECHANICAL TECHNICIAN I; | WATER SYSTEMS TECHNICIAN I (NEW CLASS SERIES) | | |
| CIVIL ENGINEER | CUSTOMER SERVICE MANAGER | SENIOR INSTRUMENTATION TECHNICIAN | SENIOR ELECTRICAL TECHNICIAN | PRODUCTION OPERATOR I | ADMINISTRATIVE TECHNICIAN | | |
| INSPECTOR SUPERVISOR | ENGINEER | TREATMENT PLANT OPERATOR II | SENIOR INSTRUMENTATION TECHNICIAN | ADMINISTRATIVE TECHNICIAN | HUMAN RESOURCES SPECIALIST (NEW) | | |
| WATER CONSERVATION SUPERVISOR | INSPECTOR SUPERVISOR | PUBLIC AFFAIRS SPECIALIST II | TREATMENT PLANT OPERATOR II | N/A | SAFETY SPECIALIST II (NEW CLASS SERIES) | | |
| SENIOR MANAGEMENT ANALYST | WATER CONSERVATION SUPERVISOR | CUSTOMER SERVICE SUPERVISOR | PUBLIC AFFAIRS SPECIALIST II | N/A | WATER QUALITY TECHNICIAN II (NEW CLASS SERIES) | | |
| PRODUCTION SUPERVISOR; DISTRIBUTION MECHANICAL SUPERVISOR | HUMAN RESOURCES ANALYST | HUMAN RESOURCES ANALYST | CUSTOMER SERVICE SUPERVISOR | CUSTOMER SERVICE REPRESENTATIVE II | CUSTOMER SERVICE REPRESENTATIVE II | | |
| OPERATIONS SUPERVISOR | ADMINISTRATIVE ANALYST | ADMINISTRATIVE ANALYST | HUMAN RESOURCES ANALYST | WATER QUALITY DISTRIBUTION TECHNICIAN | UTILITY WORKER II | | |
| ELECTRICAL/INSTRUMENTATION SUPERVISOR | UTILITY SUPERVISOR | SENIOR IT TECHNICIAN | SENIOR ADMINISTRATIVE TECHNICIAN | UTILITY WORKER II | | | |
| WATER QUALITY/REGULATORY COMPLIANCE SUPERVISOR | ELECTRICAL/INSTRUMENTATION SUPERVISOR | SENIOR ENGINEERING TECHNICIAN | INFORMATION TECHNOLOGY SPECIALIST | FIELD CUSTOMER SERVICE REPRESENTATIVE II | FIELD SERVICES WORKER II | | |
| SENIOR FINANCIAL ANALYST | WATER QUALITY SUPERVISOR | WATER UTILITY FOREMAN | SENIOR ENGINEERING TECHNICIAN | FACILITIES MAINTENANCE TECHNICIAN II | FACILITIES MAINTENANCE TECHNICIAN II | | |
| INFORMATION TECHNOLOGY ADMINISTRATOR | SENIOR FINANCIAL ANALYST | WATER CONSERVATION SPECIALIST II | SENIOR ENGINEERING TECHNICIAN | ENGINEERING TECHNICIAN I | ENGINEERING TECHNICIAN I | | |
| ACCOUNTING MANAGER | INFORMATION TECHNOLOGY SUPERVISOR | INSPECTOR | UTILITY FOREMAN | GIS/CAD TECHNICIAN I | GIS TECHNICIAN I | | |
| SENIOR INSPECTOR | ACCOUNTING MANAGER | SENIOR PRODUCTION OPERATOR | INSPECTOR II (NEW CLASS SERIES) | ACCOUNTING TECHNICIAN II | ACCOUNTING TECHNICIAN II | | |
| ASSOCIATE ENGINEER | SENIOR INSPECTOR | WATER QUALITY SCIENTIST I | SENIOR WATER SYSTEMS TECHNICIAN | | | | |
| | ASSOCIATE ENGINEER | ACCOUNTANT | WATER QUALITY SCIENTIST I | WATER QUALITY DISTRIBUTION TECHNICIAN | WATER QUALITY TECHNICIAN I (NEW CLASS SERIES) | | |
| | | LEAD WATER CONSERVATION/EDUCATIONAL SPECIALIST | ACCOUNTANT | WAREHOUSE TECHNICIAN; PURCHASING TECHNICIAN | WAREHOUSE/PURCHASING TECHNICIAN (NEW) | | |
| | | DISTRIBUTION/MECHANICAL TECHNICIAN II; | WATER EDUCATION SUPERVISOR | ACCOUNTING TECHNICIAN I | ACCOUNTING TECHNICIAN I | | |
| | | PRODUCTION OPERATOR II | WATER SYSTEMS TECHNICIAN II (NEW CLASS SERIES) | CUSTOMER SERVICE REPRESENTATIVE I | CUSTOMER SERVICE REPRESENTATIVE I | | |
| | | ELECTRICAL/INSTRUMENTATION TECHNICIAN | ELECTRICAL/INSTRUMENTATION TECHNICIAN | FACILITIES MAINTENANCE TECHNICIAN I | FACILITIES MAINTENANCE TECHNICIAN I | | |
| | | TREATMENT PLANT OPERATOR I | TREATMENT PLANT OPERATOR I | FIELD CUSTOMER SERVICE REPRESENTATIVE I | FIELD SERVICES WORKER I | | |
| | | INSPECTOR; CROSS CONNECTION SPECIALIST I | INSPECTOR I (NEW CLASS SERIES) | | | | |

*Important: the proposed classification titles in **BOLD** represent either a recommended title change, a new classification or a new classification series. Please refer to pages 6-9 of the Classification Study report.

Benefits Survey

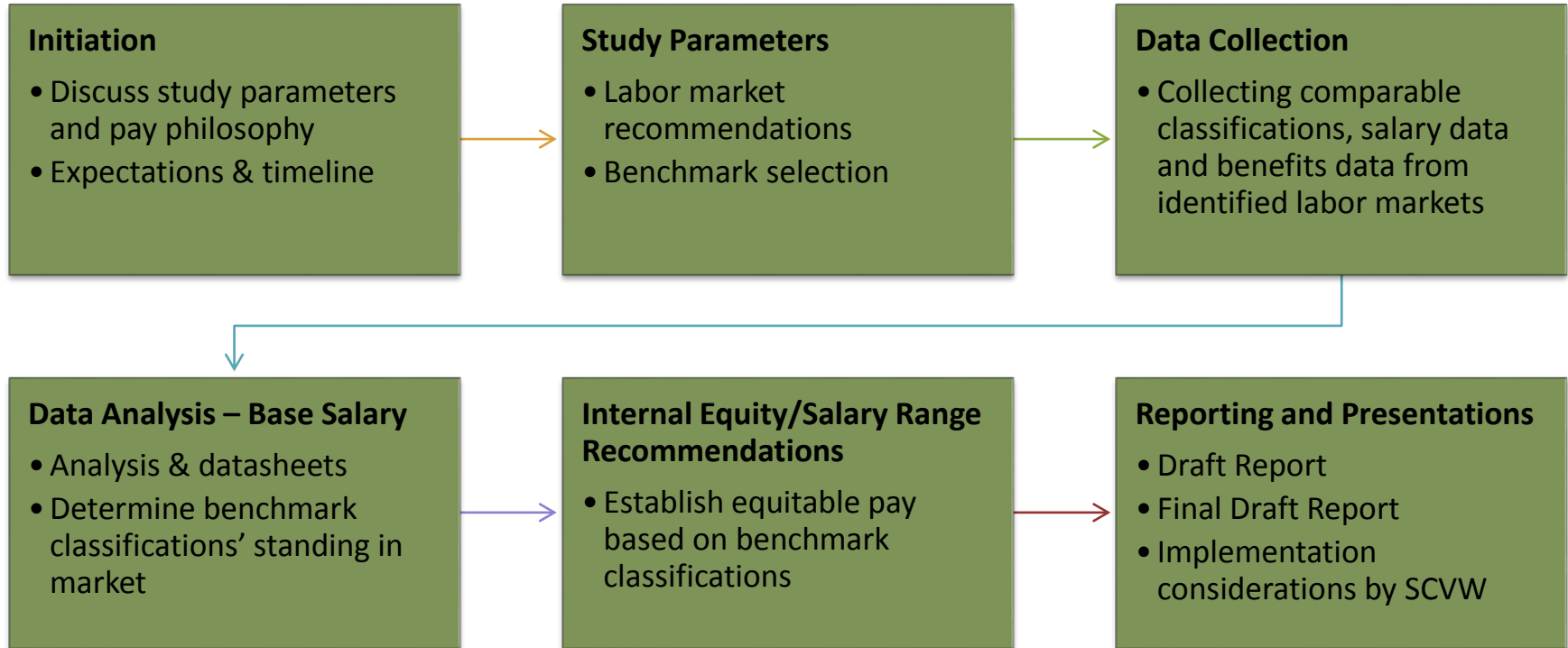
Benefits Survey

In addition to the base salary, CPS also surveyed the labor markets agencies for comparable benefits. Overall, SCVW has competitive employee benefits programs and offers similar benefits as compared to the other labor market agencies surveyed with the exception of slightly lower vacation/annual leave time.



Compensation Study Results

Compensation Study Steps & Methodology





Labor Market Agencies

1. Burbank Water and Power
2. California Water Service Group (Cal Water)*
3. Calleguas Municipal Water District
4. Cucamonga Valley Water District
5. Eastern Municipal Water District
6. Glendale Water & Power
7. Golden State Water Company*
8. Irvine Ranch Water District
9. LA Department of Water-Power
10. Las Virgenes Municipal Water District
11. Metropolitan Water District
12. San Gabriel Water Company*

**Please note that the following agencies declined to participate in the study: California Water Service Group (Cal Water), Golden State Water Company, and San Gabriel Water Company.*



Benchmark Classifications

- Accountant
- Administrative Technician
- Assistant General Manager
- Building and Grounds Supervisor
- Chief Engineer
- Customer Service Manager
- Customer Service Representative II
- Director of Finance and Administration
- Director of Operations and Maintenance
- Director of Technology Services
- Director of Water Resources
- Distribution/Mechanical Technician II
- Electrical/Instrumentation Technician
- Engineering Technician II
- Executive Assistant
- Facilities Maintenance Technician II
- Field Customer Service Representative II
- Financial Analyst
- GIS/CAD Technician II
- Human Resources Analyst
- Human Resources Supervisor
- Inspector
- Laboratory and Regulatory Affairs Supervisor
- Management Analyst
- Office Assistant II
- Operations and Maintenance Superintendent
- Operations Supervisor
- Production Operator II
- Public Information Officer
- Resource Conservation Manager
- Safety Specialist I
- Senior Accounting Technician
- Senior Engineer
- Senior IT Technician
- Treatment Plant Operator II
- Utility Worker II
- Water Conservation Specialist II
- Water Quality Scientist II
- Water Quality Technician (Engineering)
- Water Utility Foreman



Salary Survey Summary for Benchmarks

| Classification Title | # of matches | Base Salary Minimum | Base Salary Midpoint | Base Salary Maximum | Labor Market Base Salary Minimum | Labor Market Base Salary Midpoint | Labor Market Base Salary Maximum | Market Variance from Min | Market Variance from Mid | Market Variance from Max |
|--|--------------|---------------------|----------------------|---------------------|----------------------------------|-----------------------------------|----------------------------------|--------------------------|--------------------------|--------------------------|
| Accountant | 9 | \$6,070.00 | \$6,733.00 | \$7,396.00 | \$5,606.16 | \$6,636.00 | \$7,794.00 | -7.64% | -1.44% | 5.38% |
| Administrative Technician | 9 | \$5,245.00 | \$5,817.50 | \$6,390.00 | \$4,818.67 | \$5,731.27 | \$6,563.00 | -8.13% | -1.48% | 2.71% |
| Assistant General Manager | 4 | \$16,107.00 | \$17,866.00 | \$19,625.00 | \$16,669.28 | \$19,464.75 | \$21,771.09 | 3.49% | 8.95% | 10.94% |
| Building and Grounds Supervisor | 6 | \$7,026.00 | \$7,793.50 | \$8,561.00 | \$6,280.54 | \$7,376.20 | \$8,238.53 | -10.61% | -5.35% | -3.77% |
| Chief Engineer | 7 | \$14,610.00 | \$16,205.50 | \$17,801.00 | \$12,927.00 | \$14,575.49 | \$17,275.30 | -11.52% | -10.06% | -2.95% |
| Customer Service Manager | 7 | \$8,970.00 | \$9,949.50 | \$10,929.00 | \$8,113.73 | \$9,719.50 | \$11,204.05 | -9.55% | -2.31% | 2.52% |
| Customer Service Representative II | 7 | \$4,994.00 | \$5,539.50 | \$6,085.00 | \$4,269.03 | \$5,077.72 | \$5,813.60 | -14.52% | -8.34% | -4.46% |
| Director of Finance and Administration | 8 | \$13,913.00 | \$15,432.50 | \$16,952.00 | \$13,289.93 | \$15,852.64 | \$18,053.96 | -4.48% | 2.72% | 6.50% |
| Director of Operations and Maintenance | 4 | \$13,913.00 | \$15,432.50 | \$16,952.00 | \$15,041.87 | \$17,419.45 | \$20,391.00 | 8.11% | 12.88% | 20.29% |
| Director of Technology Services | 4 | \$13,913.00 | \$15,432.50 | \$16,952.00 | \$14,806.69 | \$17,036.81 | \$19,266.93 | 6.42% | 10.40% | 13.66% |
| Director of Water Resources | 2 | \$13,913.00 | \$15,432.50 | \$16,952.00 | \$12,811.00 | \$15,305.00 | \$17,799.00 | -7.92% | -0.83% | 5.00% |
| Distribution/Mechanical Technician II | 7 | \$6,070.00 | \$6,733.00 | \$7,396.00 | \$5,538.00 | \$6,232.00 | \$7,077.72 | -8.76% | -7.44% | -4.30% |
| Electrical/Instrumentation Technician | 6 | \$6,070.00 | \$6,733.00 | \$7,396.00 | \$5,403.67 | \$6,240.87 | \$7,078.07 | -10.98% | -7.31% | -4.30% |
| Engineering Technician II | 8 | \$5,781.00 | \$6,412.50 | \$7,044.00 | \$5,456.54 | \$6,303.70 | \$7,150.87 | -5.61% | -1.70% | 1.52% |
| Executive Assistant | 7 | \$6,375.00 | \$7,071.50 | \$7,768.00 | \$7,110.00 | \$8,176.50 | \$9,243.00 | 11.53% | 15.63% | 18.99% |
| Facilities Maintenance Technician II | 7 | \$4,994.00 | \$5,539.50 | \$6,085.00 | \$4,768.00 | \$5,501.60 | \$6,103.07 | -4.53% | -0.68% | 0.30% |
| Field Customer Service Representative II | 7 | \$4,994.00 | \$5,539.50 | \$6,085.00 | \$4,362.80 | \$4,991.14 | \$5,673.00 | -12.64% | -9.90% | -6.77% |
| Financial Analyst | 8 | \$7,379.00 | \$8,185.00 | \$8,991.00 | \$6,901.50 | \$8,076.50 | \$9,134.04 | -6.47% | -1.33% | 1.59% |
| GIS/CAD Technician II | 7 | \$5,781.00 | \$6,412.50 | \$7,044.00 | \$6,408.13 | \$7,182.07 | \$7,956.00 | 10.85% | 12.00% | 12.95% |

- A positive number represents SCVWA salaries are below Labor Market and need the indicated percentage to reach the Labor Market, a negative number means SCVWA is above the Labor Market. CPS HR may have proposed new title from some benchmark classifications. Any proposed title changes are listed as footnotes on the datasheets.



Salary Survey Summary

| Classification Title | # of matches | Base Salary Minimum | Base Salary Midpoint | Base Salary Maximum | Labor Market Base Salary Minimum | Labor Market Base Salary Midpoint | Labor Market Base Salary Maximum | Market Variance from Min | Market Variance from Mid | Market Variance from Max |
|--|--------------|---------------------|----------------------|---------------------|----------------------------------|-----------------------------------|----------------------------------|--------------------------|--------------------------|--------------------------|
| Human Resources Analyst | 8 | \$6,692.00 | \$7,422.50 | \$8,153.00 | \$6,467.25 | \$7,733.10 | \$8,835.90 | -3.36% | 4.18% | 8.38% |
| Human Resources Supervisor | 5 | \$10,901.00 | \$12,091.50 | \$13,282.00 | \$11,166.13 | \$13,398.67 | \$15,631.20 | 2.43% | 10.81% | 17.69% |
| Inspector | 8 | \$6,375.00 | \$7,071.50 | \$7,768.00 | \$5,756.06 | \$6,795.98 | \$7,875.77 | -9.71% | -3.90% | 1.39% |
| Laboratory and Regulatory Affairs Supervisor | 7 | \$9,417.00 | \$10,445.50 | \$11,474.00 | \$9,320.00 | \$10,755.50 | \$12,191.00 | -1.03% | 2.97% | 6.25% |
| Management Analyst | 8 | \$7,749.00 | \$8,595.50 | \$9,442.00 | \$6,703.04 | \$7,708.00 | \$8,805.50 | -13.50% | -10.33% | -6.74% |
| Office Assistant II | 8 | \$4,110.00 | \$4,559.00 | \$5,008.00 | \$4,025.85 | \$4,718.33 | \$5,380.31 | -2.05% | 3.49% | 7.43% |
| Operations and Maintenance Superintendent | 6 | \$10,901.00 | \$12,091.50 | \$13,282.00 | \$10,748.97 | \$12,372.80 | \$13,604.14 | -1.39% | 2.33% | 2.43% |
| Operations Supervisor | 10 | \$8,542.00 | \$9,474.50 | \$10,407.00 | \$7,130.21 | \$8,531.36 | \$9,892.04 | -16.53% | -9.95% | -4.95% |
| Production Operator II | 8 | \$5,507.00 | \$6,108.50 | \$6,710.00 | \$5,192.65 | \$6,015.75 | \$6,802.50 | -5.71% | -1.52% | 1.38% |
| Public Information Officer | 5 | \$10,384.00 | \$11,518.00 | \$12,652.00 | \$10,309.86 | \$12,372.53 | \$13,370.16 | -0.71% | 7.42% | 5.68% |
| Resource Conservation Manager | 4 | \$8,970.00 | \$9,949.50 | \$10,929.00 | \$10,332.40 | \$11,998.57 | \$13,664.74 | 15.19% | 20.59% | 25.03% |
| Safety Specialist | 3 | \$4,314.00 | \$4,785.00 | \$5,256.00 | \$4,685.00 | \$5,426.50 | \$6,332.00 | 8.60% | 13.41% | 20.47% |
| Senior Accounting Technician | 6 | \$5,507.00 | \$6,108.50 | \$6,710.00 | \$5,090.21 | \$5,825.76 | \$6,561.32 | -7.57% | -4.63% | -2.22% |
| Senior Engineer | 8 | \$9,888.00 | \$10,967.50 | \$12,047.00 | \$9,976.28 | \$11,422.19 | \$13,026.80 | 0.89% | 4.15% | 8.13% |
| Senior IT Technician | 9 | \$6,692.00 | \$7,422.50 | \$8,153.00 | \$6,726.84 | \$7,917.00 | \$9,300.00 | 0.52% | 6.66% | 14.07% |
| Treatment Plant Operator II | 9 | \$7,026.00 | \$7,793.50 | \$8,561.00 | \$5,606.16 | \$6,650.00 | \$7,404.80 | -20.21% | -14.67% | -13.51% |
| Utility Worker II | 10 | \$4,994.00 | \$5,539.50 | \$6,085.00 | \$4,957.33 | \$5,621.55 | \$6,496.45 | -0.73% | 1.48% | 6.76% |
| Water Conservation Specialist II | 4 | \$6,692.00 | \$7,422.50 | \$8,153.00 | \$6,902.50 | \$7,948.62 | \$8,994.74 | 3.15% | 7.09% | 10.32% |
| Water Quality Scientist II | 4 | \$7,379.00 | \$8,185.00 | \$8,991.00 | \$5,963.37 | \$7,002.68 | \$8,042.00 | -19.18% | -14.44% | -10.55% |
| Water Quality Technician | 5 | \$5,245.00 | \$5,817.50 | \$6,390.00 | \$4,867.20 | \$5,735.50 | \$6,521.00 | -7.20% | -1.41% | 2.05% |
| Water Utility Foreman | 1 | \$6,692.00 | \$7,422.50 | \$8,153.00 | \$6,979.70 | \$8,166.58 | \$9,353.46 | 4.30% | 10.02% | 14.72% |

- A positive number represents SCVWA salaries are below Labor Market and need the indicated percentage to reach the Labor Market, a negative number means SCVWA is above the Labor Market. CPS HR may have proposed new title from some benchmark classifications. Any proposed title changes are listed as footnotes on the datasheets.

Appendix A-Salary Survey Datasheets (Sample)



Client Benchmark: Utility Worker II

Data represented as Monthly values

| Labor Market Agency | Comparable Classification Title | Base Salary Minimum | Base Salary Midpoint | Base Salary Maximum | Bandwidth |
|--|---|---------------------|----------------------|---------------------|-----------|
| Santa Clarita Valley Water Agency | Utility Worker II | \$4,994.00 | \$5,539.50 | \$6,085.00 | 21.85% |
| Burbank Water and Power | Pipefitter/Operator | \$5,584.00 | \$6,641.00 | \$7,698.00 | 37.86% |
| Calleguas Municipal Water District | Maintenance Worker 2 | \$4,161.22 | \$4,854.76 | \$5,548.29 | 33.33% |
| Cucamonga Valley Water District | Water Utility Worker II | \$4,691.12 | \$5,394.57 | \$6,098.01 | 29.99% |
| Eastern Municipal Water District | Pipeline Construction Utility Worker III | \$4,900.13 | \$5,501.60 | \$6,103.07 | 24.55% |
| Glendale Water and Power | Water System Equipment Operator | \$3,877.32 | \$5,077.61 | \$6,277.89 | 61.91% |
| Irvine Ranch Water District | Water Maintenance Technician II | \$4,768.00 | \$5,741.50 | \$6,715.00 | 40.83% |
| Las Virgenes Municipal Water District | Collection System Technician | \$5,014.53 | \$5,964.40 | \$6,914.27 | 37.88% |
| Los Angeles Department of Water and Power | Water Utility Worker | \$5,883.00 | \$7,102.00 | \$8,321.00 | 41.44% |
| Metropolitan Water District of Southern California | Operations and Maintenance Technician III | \$5,389.00 | \$6,232.00 | \$7,075.00 | 31.29% |
| Torrance Municipal Water | Water System Operator II | \$5,014.53 | \$5,410.60 | \$5,806.67 | 15.80% |

| | | | | |
|--|-------------------|-------------------|-------------------|---------------|
| Total Matches | | 10 | | |
| Base Salary Medians (Min, Mid, Max) | \$4,957.33 | \$5,621.55 | \$6,496.45 | 35.60% |
| Base Salary Means (Min, Mid, Max) | \$4,928.29 | \$5,792.00 | \$6,655.72 | 35.49% |
| Percentage Needed to Reach LM Median* | -0.73% | 1.48% | 6.76% | |
| Percentage Needed to Reach LM Mean* At Market | | 4.56% | 9.38% | |
| Additional Percentile (or Control Point) | | | | |

*Please note that the following agencies declined to participate in the study: California Water Service Group (Cal Water), Golden State Water Company, and San Gabriel Water Company

*A positive number represents SCV Water salaries are below the Labor Market and need the indicated percentage to reach the Labor Market, a negative number means SCV Water is above the Labor Market

Appendix B: Salary Range Recommendations/Pay Equity (Sample)

| JOB FAMILY | CURRENT CLASSIFICATION | PROPOSED CLASSIFICATION | CURRENT SALARY RANGE | PROPOSED SALARY RANGE | RATIONALE FOR RANGE CHANGE |
|-------------------|--|---|----------------------|-----------------------|--|
| OPERATIONS | | | | | |
| | OPERATIONS SUPERVISOR | UTILITY SUPERVISOR | 35 | 35 | CPS' analysis of the labor market found no lagging in this benchmark |
| | WATER QUALITY/REGULATORY COMPLIANCE SUPERVISOR | WATER QUALITY SUPERVISOR | 35 | 35 | Maintain existing relationship between jobs within series |
| | SAFETY OFFICER | ENVIRONMENTAL HEALTH & SAFETY SUPERVISOR | 32 | 33 | Maintain existing 5-range separation between Coordinator and Supervisor |
| | WATER QUALITY SCIENTIST II | WATER QUALITY SCIENTIST II | 32 | 32 | CPS' analysis of the labor market found no lagging in this benchmark |
| | WATER UTILITY FOREMAN | FIELD SERVICES SUPERVISOR | N/A | 35 | New class; maintain relationship with other supervisor classes in job family |
| | WATER UTILITY FOREMAN | UTILITY FOREMAN | 30 | 30 | CPS' analysis of the labor market found no lagging in this benchmark |
| | SENIOR PRODUCTION OPERATOR | SENIOR WATER SYSTEMS TECHNICIAN | 29 | 29 | Maintain existing relationship between jobs within series |
| | WATER QUALITY SCIENTIST I (VACANT) | WATER QUALITY SCIENTIST I | 29 | 29 | Maintain existing relationship between jobs within series |
| | WATER QUALITY SPECIALIST | WATER QUALITY SPECIALIST | 28 | 28 | Maintain existing relationship between jobs within series |
| | EMERGENCY PREPAREDNESS & SAFETY COORDINATOR | EMERGENCY PREPAREDNESS & SAFETY COORDINATOR | 27 | 28 | Maintain 3 ranges (15%) separation between Specialist II and Coordinator |
| | SENIOR UTILITY WORKER | SENIOR UTILITY WORKER | 27 | 27 | Maintain existing relationship between jobs within series |
| | SENIOR FIELD CUSTOMER SERVICE REPRESENTATIVE | SENIOR FIELD SERVICES WORKER | 27 | 27 | Maintain existing relationship between jobs within series |
| | PRODUCTION OPERATOR II | WATER SYSTEMS TECHNICIAN II | 26 | 26 | CPS' analysis of the labor market found no lagging in this benchmark |
| | SAFETY SPECIALIST | SAFETY SPECIALIST II (NEW CLASS SERIES) | N/A | 25 | New class; establish 2 ranges (10%) separation between levels I and II |
| | PRODUCTION OPERATOR I | WATER SYSTEMS TECHNICIAN I | 23/Y-RATED | 23 | Maintain existing relationship between jobs within series |
| | UTILITY WORKER II | UTILITY WORKER II | 24 | 25 | Align salary range with higher market value (result of CPS market analysis) |
| | FIELD CUSTOMER SERVICE REPRESENTATIVE II | FIELD SERVICES WORKER II | 24 | 24 | CPS' analysis of the labor market found no lagging in this benchmark |
| | WATER QUALITY DISTRIBUTION TECHNICIAN (OPERATIONS) | WATER QUALITY TECHNICIAN II | 24 | 24 | Maintain existing relationship between jobs within series |
| | WAREHOUSE TECHNICIAN | PURCHASING/WAREHOUSE TECHNICIAN | 23 | 23 | Maintain existing range; keep at the same range as Acct Tech II |
| | WATER QUALITY DISTRIBUTION TECHNICIAN (OPERATIONS) | WATER QUALITY TECHNICIAN I | 23 | 23 | CPS' analysis of the labor market found no lagging in this benchmark |
| | N/A | SAFETY SPECIALIST I (NEW CLASS SERIES) | 21 | 23 | New class; align salary range with higher market value (result of CPS market analysis) |
| | UTILITY WORKER I | UTILITY WORKER I | 21 | 21 | Maintain existing relationship between jobs within series |
| | FIELD CUSTOMER SERVICE REPRESENTATIVE I | FIELD SERVICES WORKER I | 21 | 22 | Regrade one range higher to align with entry level Utility Worker I position and establish 2- range (10%) separation from FSW II class |

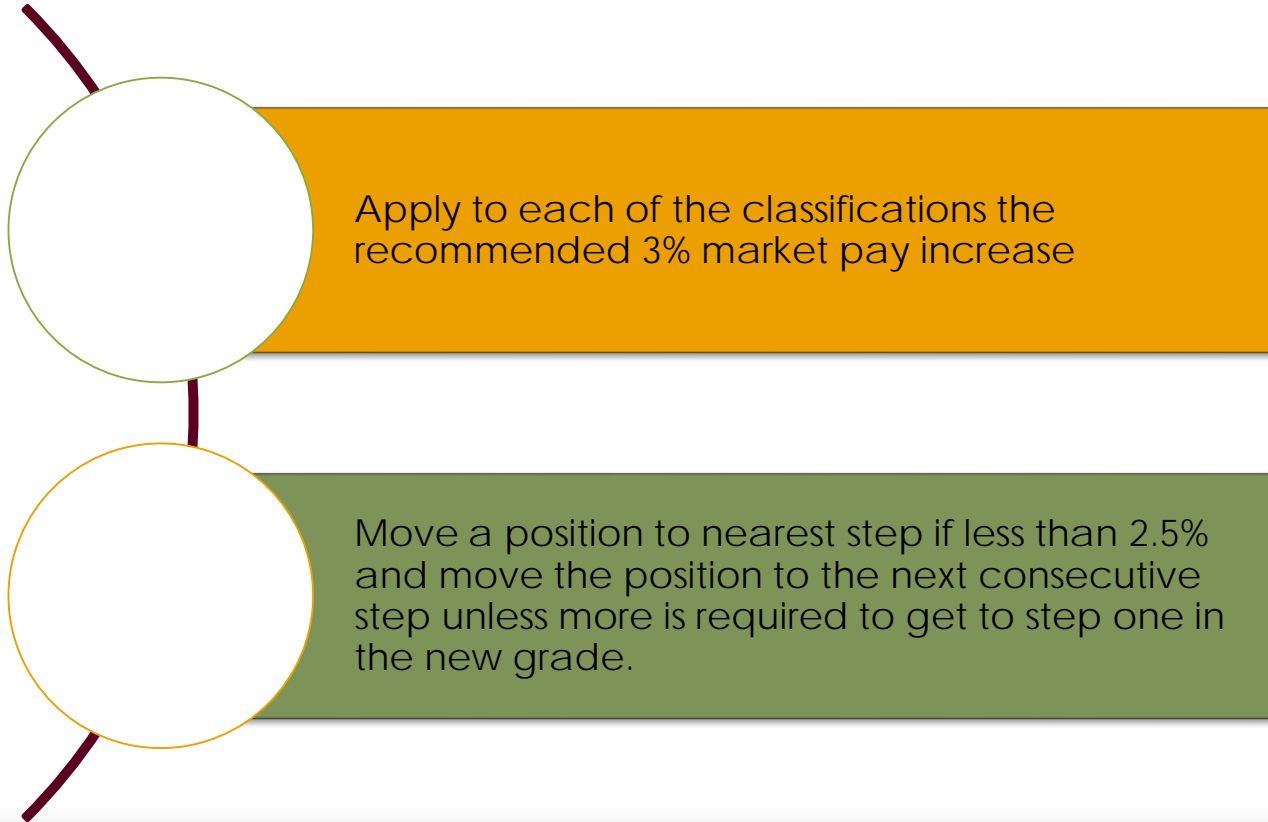
Economic Research Institute (ERI)

- CPS HR Consulting was also directed by the Agency to conduct a salary survey for (13) identified benchmark classifications using a tool called Economic Research Institute (ERI) to survey private water utilities salaries and also diversified industry salaries in Los Angeles County.
- ERI compiles the most robust compensation survey data available, with current market data for more than 1,100 industry sectors. ERI collects salary survey data from internal surveys, third party salary surveys, and public sources to establish benchmark compensation and calculate geographic salary differentials.
- Overall, the ERI data shows that there are four (4) Agency benchmark classification that were found to be below the market median and nine (9) benchmark classifications that are above the market median using the criteria All Diversified Industries in Los Angeles County. The ERI data shows that three (3) benchmark classification were found to be under the market and ten (10) above the market median using the criteria of Private Water Utilities in Los Angeles County.

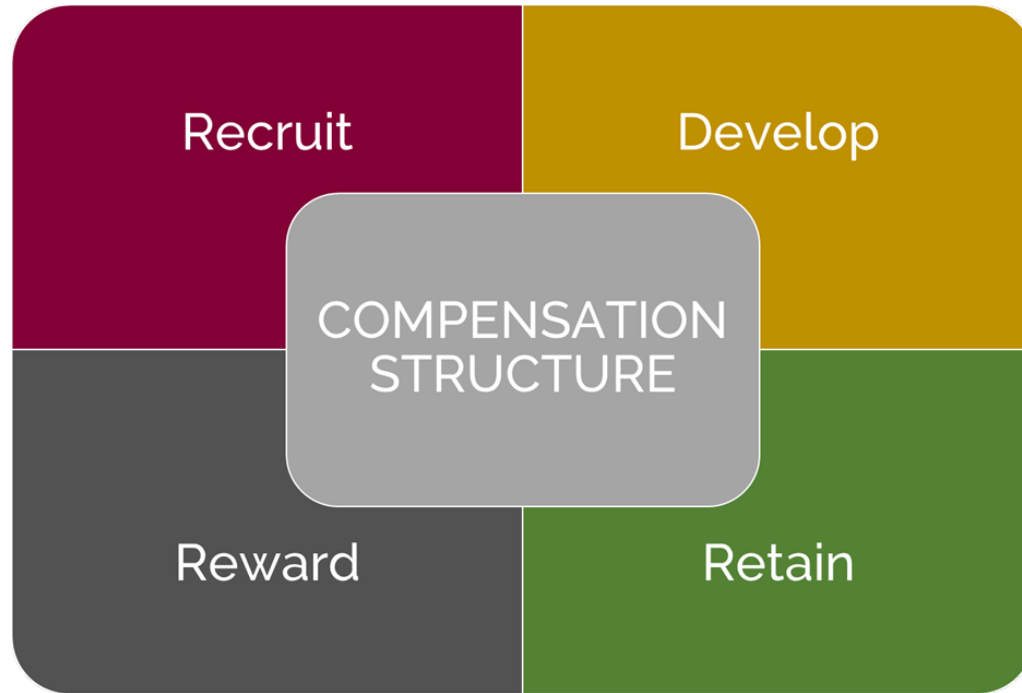


Reference: www.erieri.com

Compensation Implementation Options



● Compensation Structure Strategic Goals





Santa Clarita Valley Water Classification & Compensation Study

Got Questions?

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