



Date: November 9, 2020

To: **Finance and Administration Committee**
Robert DiPrimio, Chair
B. J. Atkins
Kathy Colley
Maria Gutzeit
R. J. Kelly
Dan Mortensen

From: Eric Campbell
Chief Financial and Administrative Officer

The **Finance and Administration Committee** is scheduled to meet via teleconference on **Monday, November 16, 2020 at 6:00 PM**; dial-in information is listed below.

**TELECONFERENCE ONLY
NO PHYSICAL LOCATION FOR MEETING**

TELECONFERENCING NOTICE

Pursuant to the provisions of Executive Order N-29-20 issued by Governor Gavin Newsom on March 17, 2020, any Director may call into an Agency Committee meeting using the Agency's **Call-In Number (1-866-899-4679), Access Code 377-764-125** or **GoToMeeting by clicking on the link <https://global.gotomeeting.com/join/377764125>** without otherwise complying with the Brown Act's teleconferencing requirements.

Pursuant to the above Executive Order, the public may not attend the meeting in person. Any member of the public may listen to the meeting or make comments to the Committee using the call-in number or GoToMeeting link above. Please see the notice below if you have a disability and require an accommodation in order to participate in the meeting.

We request that the public submit any comments in writing if practicable, which can be sent to **edill@scvwa.org** or mailed to **Erika Dill, Management Analyst**, SCV Water, 27234 Bouquet Canyon Road, Santa Clarita, CA 91350. All written comments received before 4:00 PM the day of the meeting will be distributed to the Committee members and posted on the SCV Water website prior to the meeting. Anything received after 4:00 PM the day of the meeting will be posted on the SCV Water website the following day.

MEETING AGENDA

<u>ITEM</u>	<u>PAGE</u>
1. Public Comments – Members of the public may comment as to items not on the Agenda at this time. Members of the public wishing to comment on items covered in this Agenda may do so now or at the time each item is considered. Please complete and return a comment request form to the Committee Chair. (Comments may, at the discretion of the Committee Chair, be limited to three minutes for each speaker.)	
2. * Recommend Approval of Changes to the Agency’s Classification Plan and Salary Ranges	5
Attachment A	11
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3. * Recommend Approval of a Revised Reserve Policy	349
4. * Recommend Approval of a Revised Asset Capitalization Policy	375
5. * Recommend Approval of a Revised Employment Status and Work Policy	381
6. * Recommend Approval of a Resolution Approving Statements of work and a Hosting Service Agreement with Systems & Software, Inc. (S&S) for enQuesta v6 Client Information System (CIS) Upgrade	385
7. * Recommend Receiving and Filing of September 2020 Monthly Financial Report	471
September 2020 Check Registers Link: https://yourscvwater.com/wp-content/uploads/2020/11/September-2020-Check-Registers.pdf	
8. * Committee Planning Calendar	527
9. General Report on Finance and Administration Activities	
10. Adjournment	
* Indicates attachments	
◆ To be distributed	

NOTICES:

Any person may make a request for a disability-related modification or accommodation needed for that person to be able to participate in the public meeting by telephoning (661) 297-1600, or writing to SCV Water at 27234 Bouquet Canyon Road, Santa Clarita, CA 91350. Requests must specify the nature of the disability and the type of accommodation requested. A telephone number or other contact information should be included so that Agency staff may discuss appropriate arrangements. Persons requesting a disability-related accommodation should make the request with adequate time before the meeting for the Agency to provide the requested accommodation.

Pursuant to Government Code Section 54957.5, non-exempt public records that relate to open session agenda items and are distributed to a majority of the Board less than seventy-two (72) hours prior to the meeting will be available for public inspection at SCV Water, located at 27234 Bouquet Canyon Road, Santa Clarita, California 91350, during regular business hours. When practical, these public records will also be made available on the Agency's Internet Website, accessible at <http://www.yourscvwater.com>.

Posted on November 10, 2020.


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COMMITTEE MEMORANDUM

DATE: November 9, 2020

TO: Finance and Administration Committee

FROM: Rochelle Patterson 
Director of Finance and Administration

SUBJECT: Recommend Approval of Changes to the Agency's Classification Plan and Salary Ranges

SUMMARY

On October 19, 2020 the F&A Committee (Committee) received a report and presentation on the Classification and Compensation Studies. The Committee requested additional private industry compensation data and how it can be incorporated into the recommendation. The consulting firm, CPS HR (CPS) has provided private industry data using ERI (Economic Research Institute) for thirty-five (35) of forty (40) benchmark classifications that were used in the Compensation Study.

DISCUSSION

In review, the objective of the Compensation Study was to determine the competitiveness of the Agency's base salary in the labor market as compared to other water agencies (both public and private). To achieve this, a labor market of twelve (12) comparable agencies and forty (40) benchmark classifications was established in order to collect and analyze base salary.

Overall, results are showing the Agency is below in the labor market (below midpoint of Agency salaries) for the benchmark classifications surveyed based on aggregate results for base salary; however, some classifications are below the labor market median and mean. The percentage relative to the labor market survey varies based on whether the reference is the market mean (average) or market median (mid-point). When looking at the median, the Agency is trending below the market by -2.61% for base salary. When looking at the mean, the Agency is trending below the market by -4.42% for base salary. The market median tends to be a more stable representation of trends in the market since it eliminates high and low payers which can skew data and outcomes. For this reason, CPS methodology and recommendation to the Agency is to use the market median for compensation considerations.

This is consistent with the Agency's Compensation Policy which states that if "fiscally prudent, it is the Agency's objective to compensate employees at the middle of the labor market as measured by the mean and/or median."

ERI – Private Industry Data

The ERI data was not used in the CPS study and recommendation because the data cannot be quantified. ERI offers a brief overview of a job classification, but does not designate specific duties, does not cover all classifications, and does not specify education or experience

requirements. So the quality of this comparative data is not as precise as employer comparisons with detailed job descriptions which include this information.

These are a few samples of the ERI Classification Overview:

- Administrative Technician - Supports an organization or department by performing administrative services.
- Inspector - Inspects construction of bridges, buildings, dams, highways, and other types of construction work to ensure that procedures and materials comply with plans and specifications.
- Utility Supervisor - Supervises and coordinates activities of workers engaged in maintaining building utility systems, such as electrical wiring and control systems, heating, air conditioning, ventilating, water supply, steam generating, and related pipe systems.

Upon recommendation by the Committee and direction by staff, CPS expanded the private industry data to include all forty (40) identified benchmark classifications using the ERI tool which includes private water utilities salaries and also diversified industry salaries in Los Angeles County.

Staff incorporated the ERI private industry data into the benchmark data sheets in order to calculate the median for the forty (40) benchmark classifications, as well as comparing the Agency’s current midpoint salary with the ERI midpoint salary. This gives a general indication of the number of positions below the market median, at the market median, or above the market median with ERI data included to determine a median. Five (5) of the forty (40) benchmark positions did not have comparable with the ERI data. The results were as follows:

Incorporating Market Median with ERI Data (Exhibit A, Ref 1)			
Agency Midpoint Below Market/ERI Median	Agency Midpoint <5% (one range) of Market/ERI Median	Agency Midpoint >5% Above Market/ERI Median	No Comparable Class*
13	9	13	5
33%	23%	31%	13%

*Director of Water Resources, Field Customer Service Rep II, Water Conservation Specialist II, Water Quality Technician, Water Utility Foreman

When incorporating the ERI data with the market data and then comparing the data to the Agency’s current midpoint, 69% of the forty (40) benchmark classifications (including classifications that are not comparable) fell within 5% (one range) of the Agency’s current midpoint salary and 31% of the Agency’s midpoint salary fell >5% of the market/ERI median. (All ranges are separated by 5% on the classification plan)

CPS compared the current Agency midpoint to the ERI midpoint only. This data does not include any market agencies.

Comparing Current Agency Midpoint to ERI Midpoint (Exhibit A, Ref 2)			
Agency Midpoint Salary Below ERI	Agency Midpoint Salary Within 5% of ERI	Agency Midpoint >5% Above ERI	No Comparable Class
9	5	21	5
23%	13%	52%	13%

When comparing the Agency midpoint salary with the ERI midpoint (which does not include the other public sector comparison agency data), 49% of the forty (40) benchmark classifications (including classifications that are not comparable) fell within 5% (one range) of the Agency's midpoint salary and 51% were >5% of the Agency's midpoint salary.

There were four (4) classifications where an increase of range was recommended by CPS for classifications where the Agency's midpoint was above the median by greater than 5%. This was calculated by using the market median, including the ERI data and comparing it to the Agency midpoint. The remaining benchmark classifications in which a range increase was recommended had a less than 5% (one range) change.

- Customer Service Manager – 8.46% (internal alignment with like managers)
- Office Assistant II – 8.16% (under market from the CPS study)
- Production Operator II – 5.21% (internal alignment with Distribution Technician)
- Public Information Officer – 5.99% (under market from the CPS study)

PUC General Order No. 77-M

CPS has indicated that they cannot use data found in the PUC General Order No. 77-M report as suggested by the Committee due to the lack of ability to validate job descriptions, salary schedules, position allocations and it does not cover all classifications. Staff also reviewed examples of 77-M reports for several PUC-regulated water utilities and does not feel comfortable relying on this data given the different purpose for these reports and the limited additional depth of information upon which to make or infer a valid comparison. There are significant limitations to this data. They represent individual compensation rather than a published salary range (one data point per instance). The rule only requires reporting for compensation greater than \$85,000 per year. Higher level management positions are skewed much higher than comparable positions in the public sector. In some cases, titles are not specific enough to discern any specialty or departmental responsibility and a wide range of individual pay levels. Below are snips of a 77-M report:

Title	Compen- sation	Expense	Contingent Fees, etc.
Chairman of the Board	\$ 978,993.60	\$ 8,835.32	None
President	579,637.76	15,000.46	None
Senior Vice President	515,507.20	6,939.03	None
Vice President of Regulatory Affairs	468,998.40	13,621.50	None
Vice President and Treasurer	468,998.40	3,861.41	None
Vice President and General Counsel, Secretary	461,382.99	234.49	None
Vice President, Engineering	412,809.32	5,197.01	None
Controller	235,508.00	0.00	None

Water Treatment Superintendent Fontana Water Company Division	128,460.80	0.00	None
Water Treatment Operator IV Los Angeles County Division	127,529.24	0.00	None
Customer Service Manager Los Angeles County Division	127,036.00	441.61	None
Water Treatment Operator IV Los Angeles County Division	124,960.18	0.00	None
Production Superintendent Los Angeles County Division	124,436.00	0.00	None
Water Treatment Operator III Los Angeles County Division	122,662.87	0.00	None

Plant Maintenance Leadman Fontana Water Company Division	89,856.00	0.00	None
Water Treatment Operator III Fontana Water Company Division	89,587.64	0.00	None
Designer III	89,549.02	0.00	None
Senior Accountant	89,216.97	0.00	None
Conservation Coordinator Fontana Water Company Division	88,753.60	0.00	None
GIS Coordinator	88,715.20	0.00	None
Crew Leader Los Angeles County Division	88,488.24	0.00	None
Crew Leader Fontana Water Company Division	87,602.20	0.00	None
Accountant III	87,186.85	0.00	None

For example: In reviewing specific job classifications from the 77-M report, staff was unable to verify if the Senior Accountant was at the beginning or ending of a pay range, what qualifying experience this position has, or what type of education was required. The Agency classification for Senior Accountant has a range of \$86,844 to \$105,792, requires a bachelor's degree and four (4) years of professional experience, preferably in governmental accounting.

Study Implementation

CPS, as well as management, believes it is important to consider the impact of salary range changes both on the Agency's financial resources and the well-being of employees.

In order to ease the burden on both, the following is suggested:

- Apply to each of the classifications the recommended 3% market pay increase (except for the General Manager which is adjusted by the Board under a contract process). A cost-of-living adjustment (COLA) is typically implemented with the first full pay period of the fiscal year (July 2020), but the Board postponed the item pending the results of the

compensation study. The Agency has budgeted funds for the COLA increase and is recommended to take effect on January 1, 2021.

- With respect to those salaries recommended to be raised due to a change of range, please consider the following implementation method:
 - CPS recommends moving positions to the step in the recommended range corresponding to the employee's current step. For example, if an employee is currently at step 4, then the employee would move to step 4 on the recommended range or moving positions to a step in the recommended range which results in an increase of no more than 2.5%. This accomplishes the objective of placing the position in the proper range without creating a windfall for the employee or an extreme financial burden. We suggest moving all positions at least to the minimum of the new range.

CPS highly suggested that no employee should be reduced in salary as a result of the study and recommends to not place classes at lower levels even in cases where the market survey suggests differently. However, one incumbent in this study is recommended to be Y-rated.

Management Considerations

The ERI data provides a partial comparison (with some limitations on depth of information available for key comparison factors). When benchmarking salaries we aim to develop a comparable that can be validated in terms of qualifications, skills, experience, education, certifications, etc. While the ERI information presents median salaries, the pool of jobs that make up the median may have differences in these areas (it isn't clear with the available information). However, we did present in Attachment A, Reference 1, a summary of how SCV Water's salary ranges would compare if ERI data were added to the pool of public agency comps. It would appear that using this test the recommendation results in more benchmark positions at or below ERI than above. Overly weighting the ERI data in the Committee/Board's decision process is therefore not recommended. The PUC 77-M data is even more limited and not recommended for use. Ideally, the PUC could develop an order requiring PUC-regulated utilities to disclose not only selected individual salaries, but also salary and job descriptions across their entire workforce, such that benchmarking could take place between public and private sector utilities. That is not the current situation, however. The data is limited and somewhat anecdotal.

Future Considerations

CPS suggests that the Agency conduct a review of the overall classification structure, individual position allocations and update classification specifications on a regular basis at least every five (5) years. In addition, CPS recommends a comprehensive salary survey should be conducted every three (3) to five (5) years. The Agency should consider providing a CPI-based cost of living increase (COLA) at the beginning of every fiscal year to maintain salaries within the market.

FINANCIAL CONSIDERATIONS

Based on the recommendations of CPS, applying a market pay increase to all positions and moving employees to the closest step in the new range to begin with the first full pay period in January 2021, there will be a budget impact of \$505,982, comprised of \$301,746 for the COLA and \$204,236 for range adjustments. The Agency has budgeted \$590,461 for a 3% COLA

increase for FY 2020/21, that has not been implemented.

RECOMMENDATION

That the Finance and Administration Committee recommends the Board of Directors approve: 1) the changes on the Agency's classification structure and 2) the proposed new classification plan and salary ranges as outlined in the CPS HR Consulting reports in Attachments C and D. The changes will be effective on January 1, 2021.

RP/am

Attachments:

- A – ERI data comparison
- B – Proposed Classification Plan
- C – Classification Study
- D – Compensation Study

Classification Title	# of matches ¹	CPS HR - Compensation Study			Reference 1 ERI Data incorporated in Market Median			Reference 2 SCV Water Midpoint to ERI Midpoint Only			Proposed Range Change
		SCV Water Salary	Market Base Median	Market Variance	SCV Water Salary	Incl ERI Median Salary	SCV Water Salary/ ERI Median	SCV Water Salary	ERI Only Midpoint	SCV Water Midpoint vs ERI Mid	
		Midpoint	Median		Midpoint	Salary	Median	Midpoint	Midpoint	ERI Mid	
Accountant	9	\$6,733.00	\$6,636.00	-1.44%	\$6,733.00	6,790.75	0.86%	\$6,733.00	\$7,379.25	9.60%	No
Administrative Technician	9	\$5,817.50	\$5,731.27	-1.48%	\$5,817.50	5,315.66	-8.63%	\$5,817.50	\$4,557.75	-21.65%	No
Assistant General Manager	4	\$17,866.00	\$19,464.75	8.95%	\$17,866.00	19,092.50	6.86%	\$17,866.00	\$19,092.50	6.86%	Yes
Building and Grounds Supervisor	6	\$7,793.50	\$7,376.20	-5.35%	\$7,793.50	7,440.50	-4.53%	\$7,793.50	\$7,529.00	-3.39%	No
Chief Engineer	7	\$16,205.50	\$14,575.49	-10.06%	\$16,205.50	16,312.50	0.66%	\$16,205.50	\$23,588.75	45.56%	Yes
Customer Service Manager	7	\$9,949.50	\$9,719.50	-2.31%	\$9,949.50	9,107.80	-8.46%	\$9,949.50	\$8,912.25	-10.43%	Yes
Customer Service Representative II	7	\$5,539.50	\$5,077.72	-8.34%	\$5,539.50	5,077.72	-8.34%	\$5,539.50	\$5,055.00	-8.75%	No
Director of Finance and Administration	9	\$15,432.50	\$15,852.64	2.72%	\$15,432.50	16,439.37	6.52%	\$15,432.50	\$17,388.00	12.67%	Yes
Director of Operations and Maintenance	4	\$15,432.50	\$17,419.45	12.88%	\$15,432.50	16,402.75	6.29%	\$15,432.50	\$16,402.75	6.29%	Yes
Director of Technology Services	5	\$15,432.50	\$17,036.81	10.40%	\$15,432.50	16,297.88	5.61%	\$15,432.50	\$15,320.50	-0.73%	Yes
Director of Water Resources	2	\$15,432.50	\$15,305.00	-0.83%	\$15,432.50	15,305.00	N/A	\$15,432.50	--	N/A	N/A
Distribution/Mechanical Technician II	7	\$6,733.00	\$6,232.00	-7.44%	\$6,733.00	6,214.00	-7.71%	\$6,733.00	\$5,441.75	-19.18%	No
Electrical/Instrumentation Technician	6	\$6,733.00	\$6,240.87	-7.31%	\$6,733.00	6,139.75	-8.81%	\$6,733.00	\$5,951.00	-11.61%	No
Engineering Technician II	8	\$6,412.50	\$6,303.70	-1.70%	\$6,412.50	6,445.45	0.51%	\$6,412.50	\$6,590.50	2.78%	No
Executive Assistant	7	\$7,071.50	\$8,176.50	15.63%	\$7,071.50	7,526.42	6.43%	\$7,071.50	\$6,350.75	-10.19%	Yes
Facilities Maintenance Technician II	7	\$5,539.50	\$5,501.60	-0.68%	\$5,539.50	5,288.50	-4.53%	\$5,539.50	\$4,737.00	-14.49%	No
Field Customer Service Representative II	7	\$5,539.50	\$4,991.14	-9.90%	\$5,539.50	4,991.14	N/A	\$5,539.50	--	N/A	N/A
Financial Analyst	8	\$8,185.00	\$8,076.50	-1.33%	\$8,185.00	8,237.22	0.64%	\$8,185.00	\$8,925.50	9.05%	No
GIS/CAD Technician II	7	\$6,412.50	\$7,182.07	12.00%	\$6,412.50	6,363.50	-0.76%	\$6,412.50	\$6,280.75	-2.05%	Yes
Human Resources Analyst	8	\$7,422.50	\$7,733.10	4.18%	\$7,422.50	7,376.65	-0.62%	\$7,422.50	\$4,993.75	-32.72%	Yes
Human Resources Supervisor	5	\$12,091.50	\$13,398.67	10.81%	\$12,091.50	11,530.00	-4.64%	\$12,091.50	\$11,279.75	-6.71%	Yes
Inspector	8	\$7,071.50	\$6,795.98	-3.90%	\$7,071.50	6,721.23	-4.95%	\$7,071.50	\$6,595.25	-6.73%	No
Laboratory and Regulatory Affairs Supervisor	7	\$10,445.50	\$10,755.50	2.97%	\$10,445.50	10,067.00	-3.62%	\$10,445.50	\$7,397.25	-29.18%	Yes
Management Analyst	8	\$8,595.50	\$7,708.00	-10.33%	\$8,595.50	7,636.75	-11.15%	\$8,595.50	\$7,519.25	-12.52%	No
Office Assistant II	8	\$4,559.00	\$4,718.33	3.49%	\$4,559.00	4,186.83	-8.16%	\$4,559.00	\$3,659.50	-19.73%	Yes
Operations and Maintenance Superintendent	7	\$12,091.50	\$11,624.60	-3.86%	\$12,091.50	11,239.96	-7.04%	\$12,091.50	\$9,786.25	-19.07%	No
Operations Supervisor	10	\$9,474.50	\$8,531.36	-9.95%	\$9,474.50	8,531.36	-9.95%	\$9,474.50	\$8,490.50	-10.39%	No
Production Operator II	8	\$6,108.50	\$6,015.75	-1.52%	\$6,108.50	5,790.00	-5.21%	\$6,108.50	\$5,639.25	-7.68%	Yes
Public Information Officer	5	\$11,518.00	\$12,372.53	7.42%	\$11,518.00	10,827.50	-5.99%	\$11,518.00	\$10,594.00	-8.02%	Yes
Resource Conservation Manager	4	\$9,949.50	\$11,998.57	20.59%	\$9,949.50	10,845.80	9.01%	\$9,949.50	\$7,519.75	-24.42%	Yes
Safety Specialist I	3	\$4,785.00	\$5,426.50	13.41%	\$4,785.00	5,875.50	22.79%	\$4,785.00	\$5,943.25	24.21%	Yes
Senior Accounting Technician	6	\$6,108.50	\$5,825.76	-4.63%	\$6,108.50	6,296.60	3.08%	\$6,108.50	\$6,718.00	9.98%	No
Senior Engineer	8	\$10,967.50	\$11,422.19	4.15%	\$10,967.50	10,924.15	-0.40%	\$10,967.50	\$10,011.50	-8.72%	Yes
Senior IT Technician	9	\$7,422.50	\$6,917.00	6.66%	\$7,422.50	7,645.92	3.01%	\$7,422.50	\$7,396.00	-0.36%	No
Treatment Plant Operator II	9	\$7,793.50	\$6,650.00	-14.67%	\$7,793.50	6,446.92	-17.28%	\$7,793.50	\$5,639.25	-27.64%	No
Utility Worker II	10	\$5,539.50	\$5,621.55	1.48%	\$5,539.50	5,456.10	-1.51%	\$5,539.50	\$3,950.00	-28.69%	Yes
Water Conservation Specialist II	4	\$7,422.50	\$7,948.62	7.09%	\$7,422.50	7,948.62	N/A	\$7,422.50	--	N/A	N/A
Water Quality Scientist II	7	\$8,185.00	\$7,297.75	-10.84%	\$8,185.00	7,334.50	-10.39%	\$8,185.00	\$8,139.50	-0.56%	No
Water Quality Technician (Engineering)	5	\$5,817.50	\$5,140.00	-11.65%	\$5,817.50	5,140.00	N/A	\$5,817.50	--	N/A	N/A
Water Utility Foreman	1	\$7,422.50	\$8,166.58	10.02%	\$7,422.50	8,166.58	N/A	\$7,422.50	--	N/A	N/A

* 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.

* CPS HR may have proposed a new title for some benchmark classifications. Any proposed title changes are listed as footnotes on the individual datasheets.

¹ Does not include the two ERI data points

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**SANTA CLARITA VALLEY WATER AGENCY
PROPOSED - CLASSIFICATION PLAN
EFFECTIVE JANUARY 2021
(first full pay period)**

Position/Proposed Position	Proposed Range	Proposed Monthly Bottom	Proposed Monthly Top
General Manager	n/a		
Assistant General Manager	49	17,420	21,225
Chief Financial and Administrative Officer	48	16,590	20,211
Chief Operating Officer	48	16,590	20,211
Chief Engineer	47	15,801	19,252
Director of Finance and Administration	46	15,049	18,337
Director of Operations and Maintenance	46	15,049	18,337
Director of Technology Services	46	15,049	18,337
Director of Water Resources	46	15,049	18,337
Controller	43	13,000	15,839
Human Resources Manager	43	13,000	15,839
Principal Engineer	42	12,381	15,085
Principal Water Resources Planner	42	12,381	15,085
Communications Manager	40	11,229	13,681
Customer Service Manager	40	11,229	13,681
GIS Manager	40	11,229	13,681
Sustainability Manager	40	11,229	13,681
Water Distribution Manager	40	11,229	13,681
Water Quality Laboratory Manager	40	11,229	13,681
Water Treatment Manager	40	11,229	13,681
Senior Engineer	39	10,696	13,031
Senior Water Resources Planner	39	10,696	13,031
Engineer	37	9,700	11,816
Water Conservation Supervisor	37	9,700	11,816
Water Resources Planner	37	9,700	11,816
Inspector Supervisor	36	9,239	11,258
Senior Management Analyst	36	9,239	11,258
Associate Engineer	35	8,798	10,721
Associate Water Resources Planner	35	8,798	10,721
Board Secretary/Executive Assistant	35	8,798	10,721
Field Services Supervisor	35	8,798	10,721
Information Technology Supervisor	35	8,798	10,721
Senior Financial Analyst	35	8,798	10,721
Senior Water Conservation Specialist	35	8,798	10,721
Utility Supervisor	35	8,798	10,721
Water Quality Supervisor	35	8,798	10,721
Water Systems Supervisor	35	8,798	10,721
Accounting Manager	34	8,379	10,209
Senior Inspector	34	8,379	10,209
Senior Public Affairs Specialist	34	8,379	10,209
Environmental Health & Safety Supervisor	33	7,982	9,726
Lead Water Systems Technician	33	7,982	9,726
Management Analyst II	33	7,982	9,726
SCADA Technician II	33	7,982	9,726
Senior Treatment Plant Operator - 80 hour shift	33	7,982	9,726
Senior Treatment Plant Operator - 84 hour shift	33	8,381	10,211
Assistant Engineer	32	7,601	9,259

**SANTA CLARITA VALLEY WATER AGENCY
PROPOSED - CLASSIFICATION PLAN
EFFECTIVE JANUARY 2021
(first full pay period)**

Position/Proposed Position	Proposed Range	Proposed Monthly Bottom	Proposed Monthly Top
Customer Service Supervisor	32	7,601	9,259
Executive Assistant	32	7,601	9,259
Financial Analyst	32	7,601	9,259
Information Technology Specialist	32	7,601	9,259
Water Conservation Specialist II	32	7,601	9,259
Water Quality Scientist II	32	7,601	9,259
Water Quality Specialist	32	7,601	9,259
Buildings and Grounds Supervisor	31	7,237	8,816
GIS Analyst	31	7,237	8,816
Human Resources Analyst	31	7,237	8,816
Lead Utility Worker	31	7,237	8,816
Public Affairs Specialist II	31	7,237	8,816
SCADA Technician I	31	7,237	8,816
Senior Accountant	31	7,237	8,816
Senior Instrumentation Technician	31	7,237	8,816
Senior Water Systems Technician	31	7,237	8,816
Treatment Plant Operator II - 80 hour shift	31	7,237	8,816
Treatment Plant Operator II - 84 hour shift	31	7,599	9,259
Customer Service Supervisor	30	6,892	8,395
Management Analyst I	30	6,892	8,395
Senior Engineering Technician	30	6,892	8,395
Senior Information Technology Technician	30	6,892	8,395
Water Education Supervisor*	30	6,892	8,395
GIS Technician II	29	6,566	8,003
Inspector II	29	6,566	8,003
Water Conservation Specialist I	29	6,566	8,003
Water Quality Scientist I	29	6,566	8,003
Accountant	28	6,252	7,618
Electrical/Instrumentation Technician	28	6,252	7,618
Emergency Preparedness and Safety Coordinator	28	6,252	7,618
Information Technology Technician II	28	6,252	7,618
Inspector I	28	6,252	7,618
Public Affairs Specialist I	28	6,252	7,618
Senior Field Services Worker	28	6,252	7,618
Senior Utility Worker	28	6,252	7,618
Senior Water Quality Technician	28	6,252	7,618
Treatment Plant Operator I - 80 hour shift	28	6,252	7,618
Treatment Plant Operator I - 84 hour shift	28	6,565	7,999
Water Education Instructor*	28	6,252	7,618
Water Systems Technician II	28	6,252	7,618
Engineering Technician II	27	5,956	7,257
Human Resources Specialist	27	5,956	7,257
Information Technology Technician I	27	5,956	7,257
Payroll Specialist	27	5,956	7,257
Senior Administrative Technician	27	5,956	7,257
Senior Customer Service Representative	27	5,956	7,257
Senior Facilities Maintenance Technician	27	5,956	7,257

**SANTA CLARITA VALLEY WATER AGENCY
PROPOSED - CLASSIFICATION PLAN
EFFECTIVE JANUARY 2021
(first full pay period)**

Position/Proposed Position	Proposed Range	Proposed Monthly Bottom	Proposed Monthly Top
Event Coordinator*	26	5,673	6,913
GIS Technician I	26	5,673	6,913
Purchasing Coordinator	26	5,673	6,913
Senior Accounting Technician	26	5,673	6,913
Administrative Technician*	25	5,401	6,581
Field Services Worker II	25	5,401	6,581
Safety Specialist II	25	5,401	6,581
Utility Worker II	25	5,401	6,581
Water Quality Technician II	25	5,401	6,581
Water Systems Technician I	25	5,401	6,581
Customer Service Representative II	24	5,145	6,268
Engineering Technician I	24	5,145	6,268
Facilities Maintenance Technician II	24	5,145	6,268
Accounting Technician II	23	4,900	5,970
Purchasing and Warehouse Technician	23	4,900	5,970
Safety Specialist I	23	4,900	5,970
Senior Office Assistant II	23	4,900	5,970
Water Quality Technician I	23	4,900	5,970
Field Services Worker I	22	4,664	5,682
Utility Worker I	22	4,664	5,682
Accounting Technician I	21	4,444	5,415
Customer Service Representative I	21	4,444	5,415
Facilities Maintenance Technician I	21	4,444	5,415
Office Assistant II	21	4,444	5,415
Office Assistant I	18	3,839	4,678
<i>*May be classified as part-time positions and paid at the hourly rate</i>			
<i>Note: Rounded for ease of reading - not an additional entitlement</i>			

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November 2, 2020

Santa Clarita Valley Water Agency

Final Classification Study Report

SUBMITTED BY:

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Background

CPS HR Consulting (CPS HR) was retained by the Santa Clarita Valley Water Agency (SCVWA) to conduct a classification study for one-hundred and fifteen (115) classifications, which included approximately two-hundred and fifteen (215) incumbents. The purpose of the study was to review the current classification structure and related concepts; provide appropriate classification recommendations reflective of the work performed; prepare new classification specifications; ensure that all positions are appropriately allocated within the newly proposed classification structure; provide recommendations to ensure compliance with the American with Disabilities Act (ADA); and to provide recommendations to ensure compliance with the Fair Labor Standards Act (FLSA) related to exempt/non-exempt designations.

This study was precipitated by several factors including:

- The overarching goal of creating a classification structure plan to address legacy classification issues due to the merger of Castaic Lake Water Agency, Newhall County Water District, Santa Clarita Water Division and Valencia Water Company into one integrated entity;
- The desire to identify gaps and maintain structural relationships within the SCV Water Agency to meet the needs of the Agency post the merger;
- The concern that the classification descriptions and titles should reflect the level and scope of work performed;
- To ensure classification specifications reflect up-to-date reporting relationships, standards, distinguishing characteristics, duties, qualifications, required certifications, physical, mental, and environmental working conditions, and technology;
- To analyze and recommend appropriate Fair Labor Standards Act (FLSA) designations for all SCV Water Agency employees;
- To address the concern of limited opportunities for employees to develop and promote up;
- The desire to ensure that the SCV Water Agency has adequate career ladders and a classification system that will foster career growth and service within the Agency;
- To allow for future SCV Water Agency classifications changes.

It is important to note that the classification study which CPS HR has been contracted to perform, did not include a comprehensive organizational study and/or any departmental assessments components nor did CPS HR provide any recommendations on organizational change management and implementation towards new organization and business process models. CPS HR does have an organizational strategy unit that can provide these services as a separate study at an additional cost.

The Classification Study Advisory Committee consisted of:

SCV Water Agency Internal Project Team

- **Aristea Mantis**, Human Resources/Risk Management Supervisor
- **Rochelle Patterson**, Director of Finance and Administration
- **Eric Campbell**, Chief Financial and Administrative Officer
- **Joanna Brison**, Administrative Technician
- **Linda Pointer**, Human Resources Analyst

CPS HR Project Team

- **Suzanne Ansari**, Project Manager
- **Igor Shegolev**, Senior HR Consultant
- **Leena Rai PhD.**, Senior HR Consultant
- **Jannean Bentley**, Project Consultant
- **Lynda Guerra**, Administrative Technician

This report documents the classification study process and provides recommendations for the classification plan, allocations of individual positions for SCV Water Agency employees, and class specifications. The classification study results are intended to assist the SCV Water Agency in identifying any positions that are inappropriately classified, identify and address gaps within the current classification structure and to support the selection of appropriate benchmark classes for the forthcoming compensation study, which will be provided under separate cover.

This classification study report is designed to provide an overview of study tasks; a conceptual framework for the analysis.

Overview/ Status of Study Tasks

The primary objective of the SCV Water Agency classification study was to review the duties and responsibilities of each position; review and update, as necessary, the class specifications for the classes, or recommend new classifications for these positions. It is important to note that due to CPS HR project team staffing changes and the COVID-19 crisis, the classification study tasks were delayed which impacted the overall study timeline.

In conducting the classification and base study, CPS HR has:

- Conducted a kick-off meeting with SCV Water Agency HR and designated key stakeholders to initiate the project by confirming study goals, objectives, tasks to be performed, and methodologies on September 9, 2019.

- Received and reviewed background materials, including SCV Water Agency organization charts, classification specifications, classification plan, benefits data and current salary schedules, and other study related data.
- Conducted an in-person kick-off meeting with the SCV Water Agency Executive Committee on September 24, 2019 to ensure a comprehensive understanding of the study goals and objectives and to receive comments and feedback concerning the study timeline and process.
- Conducted in-person employee orientation training sessions at the SCV Water Agency office on October 3, 2019 to ensure that employees, supervisors and the Executive Committee were apprised of the study goals, processes, and objectives and had an opportunity to express any concerns or questions regarding the study or the Position Description Questionnaire.
- Developed a job evaluation Position Description Questionnaire (PDQ) for distribution to SCV Water Agency employees to ensure valid information was gathered, analyzed, and documented consistently from incumbents regarding their current classifications. Each incumbent's supervisor and also department manager reviewed the PDQs to validate the information provided and to ensure that the incumbent had accurately and sufficiently captured all pertinent information on job context and work output. The initial deadline for submission of the completed PDQs was October 18, 2019 but that deadline was extended one additional week per the request of the SCV Water Agency.
- Received and analyzed employee PDQs to obtain an understanding of the duties and responsibilities assigned to each position. Prepared job evaluation interview questions for study employees based upon the results of the PDQ documentation review.
- Conducted a detailed analysis of each position through the analysis of current classification specifications and current classification structure.
- Created proposed job analysis interview schedules and sent the interview schedules for review to SCV Water Agency HR on January 29, 2020.
- Conducted four (4) pre-interviews with several SCV Water Agency department heads on the following dates: November 15, 2019, December 5, 2019, and January 24, 2020.
- CPS HR Consultants conducted approximately eight-four (84) job evaluation interviews with study incumbents and their supervisors during the week of February 11-13, 2020, to gain a comprehensive understanding of the scope of work performed and work assigned. CPS HR consultants also, conducted a few follow-up interviews in late February 2020.
- Analyzed all the information gathered via job evaluation interviews to identify the scope and level of work performed by each employee as well as the typical duties and the requisite knowledge, skills, abilities, licenses, certifications, and other job-related characteristics required to perform the work assigned to each position.
- Developed a classification structure with rationale for the SCV Water Agency to review consistent with the classification concepts encompassing the total bodies of work being performed within the study positions and sent to the SCV Water Agency on March 6, 2020 for review and feedback.
- Provided the revised recommended classification structure with rationale to the SCV Water Agency on June 15, 2020 which incorporated feedback from the Executive Committee.
- Provided and presented an in-person project study progress update presentation to the Executive Committee on March 10, 2020 and provide a project study progress update on May 15, 2020.

- Conducted on-going project meetings with SCV Water Agency HR and internal project team on January 13, 2020, February 20, 2020, April 24, 2020, May 11, 2020, May 28, 2020, July 16, 2020 and July 29, 2020.
- Developed revised/new classification specifications supporting the classification structure recommendations using a class specification template and format approved by the SCV Water Agency. All revised/new classification specification were uploaded by CPS HR to the collaborative Microsoft Teams site on June 15, 2020.
- Based on classification concepts, classification structure, and PDQ content, developed recommendations for the allocation of each individual position to an appropriate classification. CPS HR provided the recommended individual allocations list to the SCV Water Agency on June 15, 2020.
- Conducted a detailed FLSA analysis and provided recommendations for each employee included in the study to ensure compliance with the Fair Labor Standards Act (FLSA) exempt/non-exempt designations. Each position was thoroughly reviewed based on the duties, responsibilities, scope of authority, and span of control for purposes of determining whether it is exempt or non-exempt under FLSA.
- Provided a draft classification study report for SCV Water Agency HR and internal project team for review and feedback on July 9, 2020. Provided a revised draft classification study with requested changes from HR and the internal SCV Water Agency project team on July 21, 2020 and July 31, 2020 for review and feedback from the SCV Water Agency Executive Committee.
- Provided a final classification study report to the SCV Water Agency on September 2, 2020.
- Provided and presented a final classification study report to the SCV Water Agency Finance & Administration committee on October 18, 2020.
- Reviewed and addressed feedback from the SCV Water Agency Finance & Administration committee and incorporated minor changes into the revised final classification study report.
- Prepared and uploaded a copy of the revised final classification report to the Microsoft Teams Collaborative site on November 2, 2020.
- Provided and presented a revised final classification study report to the SCV Water Agency Finance & Administration committee on November 16, 2020.

SCV Water Agency Proposed Classification Plan

CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION
GENERAL MANAGER	GENERAL MANAGER
ASSISTANT GENERAL MANAGER	ASSISTANT GENERAL MANAGER
CHIEF FINANCIAL & ADMINISTRATIVE OFFICER	CHIEF FINANCIAL & ADMINISTRATIVE OFFICER
CHIEF OPERATING OFFICER	CHIEF OPERATING OFFICER
CHIEF ENGINEER	CHIEF ENGINEER
DIRECTOR OF FINANCE & ADMINISTRATION	DIRECTOR OF FINANCE & ADMINISTRATION
DIRECTOR OF OPERATIONS & MAINTENANCE	DIRECTOR OF OPERATIONS & MAINTENANCE
DIRECTOR OF TECHNOLOGY SERVICES	DIRECTOR OF TECHNOLOGY SERVICES
DIRECTOR OF WATER RESOURCES	DIRECTOR OF WATER RESOURCES
CONTROLLER	CONTROLLER
HUMAN RESOURCES/RISK MANAGEMENT SUPERVISOR	HUMAN RESOURCES MANAGER
PRINCIPAL ENGINEER-CIP DESIGN/DISTR DESIGN	PRINCIPAL ENGINEER
PRINCIPAL WATER RESOURCES PLANNER	PRINCIPAL WATER RESOURCES PLANNER
PUBLIC INFORMATION OFFICER	COMMUNICATIONS MANAGER
OPERATIONS AND MAINTENANCE SUPERINTENDENT	WATER TREATMENT MANAGER (NEW)
CUSTOMER SERVICE MANAGER	CUSTOMER SERVICE MANAGER
GIS SUPERVISOR/PLANNER	GIS MANAGER
SENIOR WATER RESOURCES PLANNER	SENIOR WATER RESOURCES PLANNER
RESOURCE CONSERVATION MANAGER	SUSTAINABILITY MANAGER
OPERATIONS SUPERINTENDENT	WATER DISTRIBUTION MANAGER (NEW)
OPERATIONS/MAINTENANCE SUPERINTENDENT	WATER TREATMENT MANAGER (NEW)
LABORATORY & REGULATORY AFFAIRS SUPERVISOR	WATER QUALITY LABORATORY MANAGER
SENIOR ENGINEER	SENIOR ENGINEER
CIVIL ENGINEER	ENGINEER
WATER CONSERVATION SUPERVISOR	WATER CONSERVATION SUPERVISOR
ASSOCIATE WATER RESOURCES PLANNER	ASSOCIATE WATER RESOURCES PLANNER
INSPECTOR SUPERVISOR	INSPECTOR SUPERVISOR
SENIOR MANAGEMENT ANALYST	SENIOR MANAGEMENT ANALYST
N/A	WATER RESOURCES PLANNER (NEW)
PRODUCTION SUPERVISOR; DISTRIBUTION MECHANICAL SUPERVISOR	WATER SYSTEMS SUPERVISOR
ASSOCIATE ENGINEER	ASSOCIATE ENGINEER
BOARD SECRETARY	BOARD SECRETARY/EXECUTIVE ASSISTANT
ELECTRICAL/INSTRUMENTATION SUPERVISOR	ELECTRICAL/INSTRUMENTATION SUPERVISOR

CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION
N/A	FIELD SERVICES SUPERVISOR (NEW)
INFORMATION TECHNOLOGY ADMINISTRATOR	INFORMATION TECHNOLOGY SUPERVISOR
SENIOR FINANCIAL ANALYST	SENIOR FINANCIAL ANALYST
WATER CONSERVATION SPECIALIST III WATER QUALITY/REGULATORY COMPLIANCE SUPERVISOR UTILITY MAINTENANCE SUPERVISOR; OPERATIONS SUPERVISOR	SENIOR WATER CONSERVATION SPECIALIST WATER QUALITY SUPERVISOR UTILITY SUPERVISOR
ACCOUNTING MANAGER	ACCOUNTING MANAGER
SENIOR INSPECTOR	SENIOR INSPECTOR
PUBLIC AFFAIRS SPECIALIST III	SENIOR PUBLIC AFFAIRS SPECIALIST
SAFETY OFFICER	ENVIRONMENTAL HEALTH & SAFETY SUPERVISOR
MANAGEMENT ANALYST	MANAGEMENT ANALYST II (NEW CLASS SERIES)
N/A	SCADA TECHNICIAN II (NEW CLASS SERIES)
PRODUCTION FOREMAN (VACANT) SENIOR TREATMENT PLANT OPERATOR-80 HOUR SHIFT; SENIOR TREATMENT PLANT OPERATOR-84 HOUR SHIFT	LEAD WATER SYSTEMS WORKER SENIOR TREATMENT PLANT OPERATOR-80 HOUR SHIFT; SENIOR TREATMENT PLANT OPERATOR-84 HOUR SHIFT
WATER QUALITY SCIENTIST II	WATER QUALITY SCIENTIST II
ASSISTANT ENGINEER	ASSISTANT ENGINEER
WATER QUALITY SPECIALIST	WATER QUALITY SPECIALIST
CUSTOMER SERVICE SUPERVISOR	CUSTOMER SERVICE SUPERVISOR
EXECUTIVE ASSISTANT	EXECUTIVE ASSISTANT
FINANCIAL ANALYST	FINANCIAL ANALYST
N/A	INFORMATION TECHNOLOGY SPECIALIST (NEW)
WATER CONSERVATION SPECIALIST II	WATER CONSERVATION SPECIALIST II
SENIOR INSTRUMENTATION TECHNICIAN	SENIOR INSTRUMENTATION TECHNICIAN
BUILDING & GROUNDS SUPERVISOR	BUILDING & GROUNDS SUPERVISOR
N/A	GIS ANALYST (NEW)

CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION
HUMAN RESOURCES ANALYST	HUMAN RESOURCES ANALYST
PUBLIC AFFAIRS SPECIALIST II	PUBLIC AFFAIRS SPECIALIST II
N/A	SCADA TECHNICIAN I (NEW CLASS SERIES)
SENIOR ACCOUNTANT	SENIOR ACCOUNTANT
SENIOR ELECTRICAL TECHNICIAN	SENIOR ELECTRICAL TECHNICIAN
TREATMENT PLANT OPERATOR II-80 HOUR SHIFT; TREATMENT PLANT OPERATOR II-84 HOUR SHIFT	TREATMENT PLANT OPERATOR II-80 HOUR SHIFT; TREATMENT PLANT OPERATOR II-84 HOUR SHIFT
SENIOR PRODUCTION OPERATOR	SENIOR WATER SYSTEMS TECHNICIAN
WATER UTILITY FOREMAN	LEAD UTILITY WORKER
MANAGEMENT ANALYST; ADMINISTRATIVE ANALYST	MANAGEMENT ANALYST I (NEW CLASS SERIES)
SENIOR ENGINEERING TECHNICIAN	SENIOR ENGINEERING TECHNICIAN
SENIOR INFORMATION TECHNOLOGY TECHNICIAN	SENIOR INFORMATION TECHNOLOGY TECHNICIAN
LEAD WATER CONSERVATION/EDUCATIONAL SPECIALIST	WATER EDUCATION SUPERVISOR
WATER QUALITY SCIENTIST I	WATER QUALITY SCIENTIST I
GIS/CAD TECHNICIAN II	GIS TECHNICIAN II
INSPECTOR	INSPECTOR II (NEW CLASS SERIES)
WATER CONSERVATION SPECIALIST I	WATER CONSERVATION SPECIALIST I
ELECTRICAL/INSTRUMENTATION TECHNICIAN	ELECTRICAL/INSTRUMENTATION TECHNICIAN
WATER QUALITY SPECIALIST	WATER QUALITY SPECIALIST
ACCOUNTANT	ACCOUNTANT
EMERGENCY PREPAREDNESS & SAFETY COORDINATOR	EMERGENCY PREPAREDNESS & SAFETY COORDINATOR
INFORMATION TECHNOLOGY TECHNICIAN I	INFORMATION TECHNOLOGY TECHNICIAN I (NEW)
CROSS CONNECTION SPECIALIST I	INSPECTOR I (NEW CLASS SERIES)
PUBLIC AFFAIRS SPECIALIST I	PUBLIC AFFAIRS SPECIALIST I
TREATMENT PLANT OPERATOR I-80 HOUR SHIFT; TREATMENT PLANT OPERATOR I-84 HOUR SHIFT	TREATMENT PLANT OPERATOR I-80 HOUR SHIFT; TREATMENT PLANT OPERATOR I-84 HOUR SHIFT
WATER CONSERVATION EDUCATION SPECIALIST	WATER EDUCATION INSTRUCTOR
N/A	SENIOR WATER QUALITY TECHNICIAN (NEW)
SENIOR FIELD CUSTOMER SERVICE REPRESENTATIVE	SENIOR FIELD SERVICES WORKER
SENIOR UTILITY WORKER	SENIOR UTILITY WORKER
DISTRIBUTION/MECHANICAL TECHNICIAN II; PRODUCTION OPERATOR II	WATER SYSTEMS TECHNICIAN II (NEW CLASS SERIES)
DISTRIBUTION/MECHANICAL TECHNICIAN I; PRODUCTION OPERATOR I	WATER SYSTEMS TECHNICIAN I (NEW CLASS SERIES)
ASSISTANT CUSTOMER SERVICE SUPERVISOR	SENIOR CUSTOMER SERVICE REPRESENTATIVE
ENGINEERING TECHNICIAN II	ENGINEERING TECHNICIAN II
N/A	HUMAN RESOURCES SPECIALIST (NEW)
N/A	INFORMATION TECHNOLOGY TECHNICIAN I (NEW)
N/A	PAYROLL SPECIALIST (NEW)
N/A	SENIOR ADMINISTRATIVE TECHNICIAN (NEW)
SENIOR FACILITIES MAINTENANCE TECHNICIAN	SENIOR FACILITIES MAINTENANCE TECHNICIAN
EVENT COORDINATOR	EVENT COORDINATOR

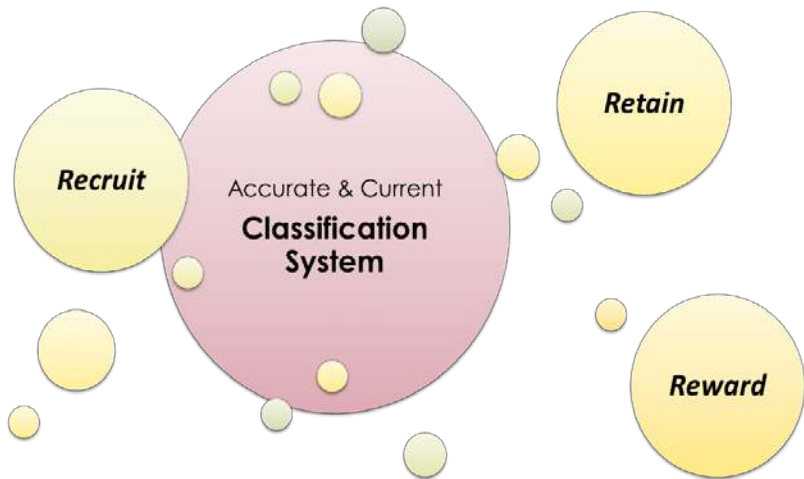
CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION
PURCHASING COORDINATOR	PURCHASING COORDINATOR
GIS/CAD TECHNICIAN I	GIS TECHNICIAN I
SENIOR ACCOUNTING TECHNICIAN	SENIOR ACCOUNTING TECHNICIAN
WATER QUALITY DISTRIBUTION TECHNICIAN; WATER QUALITY TECHNICIAN	WATER QUALITY TECHNICIAN II (NEW CLASS SERIES)
ADMINISTRATIVE TECHNICIAN	ADMINISTRATIVE TECHNICIAN
FIELD CUSTOMER SERVICE REPRESENTATIVE II	FIELD SERVICES WORKER II
N/A	SAFETY SPECIALIST II (NEW CLASS SERIES)
UTILITY WORKER II	UTILITY WORKER II
WATER QUALITY DISTRIBUTION TECHNICIAN; WATER QUALITY TECHNICIAN	WATER QUALITY TECHNICIAN I (NEW CLASS SERIES)
CUSTOMER SERVICE REPRESENTATIVE II	CUSTOMER SERVICE REPRESENTATIVE II
ENGINEERING TECHNICIAN I	ENGINEERING TECHNICIAN I
FACILITIES MAINTENANCE TECHNICIAN II	FACILITIES MAINTENANCE TECHNICIAN II
ACCOUNTING TECHNICIAN II	ACCOUNTING TECHNICIAN II
WAREHOUSE TECHNICIAN; PURCHASING TECHNICIAN	WAREHOUSE/PURCHASING TECHNICIAN (NEW)
SAFETY SPECIALIST	SAFETY SPECIALIST I (NEW CLASS SERIES)
FIELD CUSTOMER SERVICE REPRESENTATIVE I	FIELD SERVICES WORKER I
UTILITY WORKER I	UTILITY WORKER I
ACCOUNTING TECHNICIAN I	ACCOUNTING TECHNICIAN I
CUSTOMER SERVICE REPRESENTATIVE I	CUSTOMER SERVICE REPRESENTATIVE I
FACILITIES MAINTENANCE TECHNICIAN I	FACILITIES MAINTENANCE TECHNICIAN I
OFFICE ASSISTANT II; ADMINISTRATIVE ASSISTANT	OFFICE ASSISTANT II
OFFICE ASSISTANT I	OFFICE ASSISTANT I

*Important: the proposed classification titles in **BOLD** represent either a recommended title change, a new classification or a new classification series. The placement of SCV Water classifications listed on the proposed classification plan may move up or down to align with the recommendations in the forthcoming compensation study.

Classification Plan Conceptual Framework

An accurate and up-to-date classification system provides an organization with the necessary tools to make administrative, fiscal, and human resources decisions. Accurate and current classification specifications provide the fundamental and essential building blocks for successful administration of recruitment, performance management, compensation, and succession planning programs. In addition to providing the basis for human resources management and process decisions, position classification can also effectively support systems of administrative and fiscal control. Identifying positions based on a well-defined and orderly classification system supports organizational planning, operational efficiency and effectiveness, budget analysis and preparation, and various other administrative functions. Classification analysis, as applied to the positions in this study, relies upon sound principles of job evaluation. Using these principles, a classification structure should be designed to reflect distinct differences in the levels and types of work being performed, based on established classification factors and concepts. This section of the report presents the conceptual framework for the methods used by CPS HR in reviewing the SCV Water Agency's classification structure.

The classification analysis relies upon sound principles of job evaluation. Using these principles, CPS HR has developed a classification structure for the SCV Water Agency that is designed to reflect distinct differences in the levels and types of work being performed based on established classification factors and concepts.



This section of the report presents the conceptual framework for the methods used by CPS HR in developing a proposed classification plan for the SCV Water Agency positions. To facilitate review, this section is organized as follows:

- Classification Methodology
- General Guidelines and Definitions
- Nature of the Work
- Classification Job Family Levels

Classification Methodology

CPS HR used a variety of different classification methodologies and processes to gather and analyze information during this classification study. The first step in the classification study process was to review the SCV Water Agency's background materials for the consultants to become more familiar with the organizational structure and culture. Documents reviewed included: classification specifications, salary schedules, and organizational charts. These background materials were critical to providing the framework for understanding the subsequent information to be collected. CPS HR utilized both the PDQ and feedback obtained from the individual, group, and supervisor interviews to gain classification information, become familiar with the current organizational/classification structure, and to recommend appropriate allocations.

Position Description Questionnaire (PDQ)

To evaluate each individual position, CPS HR developed a PDQ designed to gather comprehensive information about each position including information on essential job functions, budgetary responsibility, supervision given and received, decision-making responsibility, knowledge, skills, and abilities, work environment, physical demands, minimum job requirements, and job-specific requirements such as licenses or certifications. CPS HR shared a draft sample of the PDQ with the SCV Water Agency for review before the distribution of the PDQ to employees.

The PDQ form, including instructions for completion, was provided to the SCV Water Agency for distribution to all the study incumbents in October 2019. A copy of the PDQ used for this study is provided in (Exhibit D).

All SCV Water Agency employees were invited to participate in the PDQ process. In completing the PDQ, employees were instructed to provide information based on their current job responsibilities. They were advised that a group PDQ could be submitted if all employees in the group performed essentially the same duties and reported to the same supervisor. Upon completion of their portion of the PDQ, employees were instructed to submit the document to their supervisor for review and comment. To maintain the integrity of the classification process, the Supervisor and department Manager reviewed and signed their section of the PDQ to affirm that all pertinent information was correctly captured and also to validate the information provided by employees. The Supervisor and department Manager sections provided the option for comments on any information provided by the employee within the PDQ. However, they were advised not to edit or delete any of the PDQ content submitted by employees. Department Manager's then submitted the completed PDQs to Human Resources. Human Resources then provided the completed PDQs to CPS HR for review. CPS HR also requested that a PDQ be completed for any vacant positions that SCV Water wished to include in the study.

Upon receipt, CPS HR thoroughly reviewed each PDQ to analyze the scope and level of duties, responsibilities, and related job attributes assigned to each position and compared them to the classification specifications. This review allowed CPS HR to identify positions in which employees might

be working out of class or positions requiring employee and/or supervisor interviews in order to obtain additional information. Although all SCV Water Agency employees were invited to participate in the PDQ process, not all employees completed a PDQ for their current position.

Classification Interviews

The purpose of the interviews was to assist CPS HR in gathering additional information about the job duties and responsibilities associated with each position and to provide the incumbents an opportunity to explain any comments made on the PDQ that were unclear or inconsistent with the current class of the position. Interviews were also scheduled with all of the supervisors to confirm and/or clarify their perspective on various positions.

Interviews were conducted by CPS HR consultants during February 11-13, 2020, at the SCV Water Agency; the duration of each interview was about 30 to 45 minutes. A few additional and follow-up interviews were conducted via phone with employees and supervisors in late February 2020. The information gathered from incumbent's interview consisted of the examples of job duties and responsibilities, the sequencing of job tasks, job requirements, and the circumstances in which the incumbent interacts with coworkers, external contractors, and the public. The interviews were also used to clarify any comments the incumbent provided on the PDQ.

Supervisors and/or executive level staff were also interviewed to clarify information the employees provided on the PDQ and also to provide feedback on current classification specifications, the existing classification plan, and the classification structure concepts for each department.

CPS HR did attempt to accommodate all employees who requested to participate in the interview process either by an in-person or telephone interview.

Classification Data Analysis

The information provided through the PDQs and interviews was utilized to determine the degree to which SCV Water Agency's current class specifications describe the actual work being performed by the incumbents. The information was also used to develop revised draft classification specifications and to allocate positions based on a proposed classification structure properly. CPS HR also used the information to identify broad job families as appropriate.

Appeals

CPS HR was not contracted to conduct a comprehensive appeal process to review employee or supervisor suggestions for changes to proposed titles and classification specifications. The SCV Water Agency will need to address incumbents who wish to carry their appeal further, relying on applicable SCV Water Agency policies and practices regarding appeals.

General Guidelines and Definitions

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.

These factors were carefully and consistently applied during the analysis of each position included in the scope of the study. Not all factors will be as pertinent to all positions, and each factor is analyzed in accordance with the importance of that particular factor to the kind of job studied.

Whole-Job Analysis

For the purposes of this study, CPS HR used a whole-job analysis approach. This approach compares jobs with one another on the basis of an overall evaluation of difficulty or performance. The entire position, including the skills required, the decision-making authority, the scope, the magnitude of work, and the accountability for results, is compared as a whole to other positions.

Broad and Narrow Classifications

It is easy to determine that several positions belong to the same class when the duties are identical. However, in practice, the duties and responsibilities of positions need not be identical in order to be

placed in a common classification. Classification plans generally establish classifications based on a determination of “sufficient similarity”. However, within an individual organization, sufficient similarity can be interpreted to coincide with the goals and philosophy of the organization. For example, a broad interpretation recognizes positions that share a core set of classification factors but accepts substantial variation between positions resulting in varied assignments within each broad classification. In contrast, a narrow interpretation might create separate narrow classifications to address such variations.

Point in Time Analysis

A classification study primarily captures the essential nature of positions at a single point in time. Therefore, recommendations cannot be based upon all possible future changes, particularly in a rapidly changing environment where organizational needs, technologies, and skill requirements are continuously evolving. CPS HR has, to the extent possible, designed a classification structure in line with the SCV Water Agency’s current workforce, recognizing that other additions or deletions from the plan may take place in the future. Overall, the proposed classification structure, the levels of work, and the functional areas identified should provide a strong foundation for the SCV Water Agency’s future classification needs.

Preponderant Duties

Classification studies often find that positions are assigned a wide range of duties and that incumbents have various levels of responsibility at any one time. Therefore, the positions must be analyzed based on their preponderant duties. Preponderance is a measure of importance, and the most preponderant duties of a position are those that support the primary purpose of the position. Sometimes, the most time-consuming duties of a position are preponderant; however, consideration must sometimes be given to the responsibility and complexity of certain duties that do not occupy the majority of the incumbent’s time. Overall, the determination of preponderance is a judgment call based on a consistent set of factors.

Level and Not Volume of Work

Position classification reflects the level of work performed by an employee and is generally independent of volume. For example, if one employee processes double the work of another, yet the percentages of time spent on those tasks and other duties are comparable, a single classification should be appropriate for both positions. In fact, study questionnaires do not ask for, and the consultants do not consider the relative productivity of employees when evaluating positions. Likewise, classifications are not distinguished by the amount of time spent by incumbents on tasks or the volume of work assigned to positions, since problems of the excessive workload are properly solved by redistributing work or adding employees and not by creating new classifications.

Classification of the Position, Not the Employee

A classification study process classifies positions, not individual employees. Position classifications should be consistent regardless of who holds the position. Furthermore, classification does not consider the capabilities of individual employees or the efficiency and effectiveness of an incumbent. It is not a measure of how well an individual employee performs but of the actual duties assigned to the employee. Thus, classification is not a tool to reward individual achievement, nor should classifications be created simply to reward length of service.

Position versus Classification

Position and classification are two words that are often thought of as interchangeable, but they, in fact, have very different meanings. In a classification plan, a position is an assigned group of duties and responsibilities performed by one person. Sometimes the word “job” is appropriately used in the place of position.

In contrast, a classification may contain one position, or may consist of a number of positions. When there are several positions assigned to one classification, it means that the same title is appropriate for each position because the scope, level, duties, and responsibilities of each position assigned to the classification are sufficiently similar (but not necessarily identical). Classification is a process by which positions or jobs of a common nature with similar duties and responsibilities are grouped together for the purposes of assignment to an appropriate salary pay range.

Classification versus Allocation

Classification is the process of identifying and describing the various kinds of work in an organization and grouping similar positions together based on job family, classification series, and classification distinctions. Allocation is more specifically tied to the placement and/or budgeting of positions within an organization. Thus, agencies may allocate a position within an organization based on the results of the classification analysis for that position.

Nature of the Work

The overall nature of the work being performed provides the basis for establishing job families and also helps group positions according to their overall functions and responsibilities. Classifications in a job family usually have similarities in their employment requirements that may support career progression. However, classes in the same job family may still require different levels of education, experience, skill, effort, or responsibility. These categories are described as follows:

- **“Clerical/Administrative” classifications** are responsible for department, office, and/or secretarial support work such as document production/processing, filing, reception, calendar maintenance, scheduling, and data entry. Typically, incumbents use a basic knowledge of office procedures, combined with basic reading, writing, and arithmetic skills.
- **“Technical” classifications** describe work that requires specialized skills, knowledge, and abilities typically acquired through practical experience. Positions at the technician level can require incumbents to have completed college-level coursework/training or possession of technical certification.
- **“Professional” classifications** typically describe work that is analytical in nature, requiring incumbents to possess sufficient knowledge and skill to analyze problems, evaluate and identify alternatives, and recommend or implement actions and solutions. Positions at the professional-level typically require incumbents to have a degree in a related field.

Classification Job Family Levels

Within any organization, the use of class titles and levels should be based on the specific needs of the organization. At the same time, certain standardized titling and leveling conventions are commonly used when establishing classification plans. By themselves, titles do not define positions. However, the use of consistent titling conventions can help an organization establish a consistent classification framework. When used properly, class titles can provide a quick visual tool for identifying class type and level. Therefore, titles can be one of the most sensitive issues within an organization as they are sometimes perceived as a reflection of importance. Thus, employees are often very interested in what their job titles will be.

Within each classification series, there may be a classification at every level or only at selected levels. The levels within a job family reflect the organization and should be tailored to that organization's needs and priorities. In some classification series, there is no need for functions to be performed below the journey level; therefore, there would be no entry-level classification in that particular series. Furthermore, it is important to note that while two given job families may both contain similar classification levels, the levels will be evaluated individually for compensation purposes because they may require different levels of expertise, may perform duties of varying complexity, or the market may simply value them differently.

The categories recommended are described as follows:

- **Entry-level** classifications are designed to provide an on-the-job training opportunity to an employee who has limited or no directly related work experience and is not yet performing the full range of work assigned to the journey-level class. In some cases, positions which are limited in scope and/or require performing more basic duties may be permanently allocated to the entry-level.
- **Journey-level** classifications recognize positions that perform the full range of tasks typically assigned to positions in the job family. A journey-level position requires incumbents to be fully competent in performing assigned duties independently.
- **Senior/Advanced journey-level** classifications describe positions with specialized and/or advanced duties beyond the journey level of the series. Incumbents may also serve as a lead. May oversee the work of a small organizational unit.
- **Coordinator-level**-classifications whose duties require interacting with multiple internal and/or external units or individuals to meet organization work requirements and objectives. Classifications require sufficient job content knowledge in the functional area to ensure organization standards are met. Coordinators typically do not supervise full-time staff but may supervise student workers. Coordinators have a program responsibility requiring considerable independence of action. This level classification also requires interpersonal and human relations skills necessary to accomplish work by obtaining the cooperation of others to meet assigned program goals and objectives.
- **Supervisor-level** classifications describe full, first-line supervisory positions that plan, assign, supervise, and formally review the work of subordinates; assist in program development and management; impose discipline; develop and implement performance improvement plans and

assume responsibility for a variety of personnel actions in such areas as performance evaluation, training, selection, transfers, approval of leave, and recommending disciplinary measures. Supervisors may also assist in budget development and administration. Most “working” supervisors also spend a substantial portion of their time performing the more difficult and complex work of the section or unit.

- **Manager-level** classifications describe positions who are responsible for planning, organizing, managing, and implementing assigned programs and activities of a major unit or division within a department. Incumbents typically have subordinate staff. Managers have oversight of critical and complex strategic initiatives and are also responsible for the strategic planning and budget oversight for assigned functions and/or operations for a department.
- **Director-level** classifications are accountable for all resources and activities, long- and short-term service results and integration of functional responsibilities within a major functional department and with other SCV Water Agency departments to achieve optimal efficiency and effectiveness. Directors have full responsibility for staffing, management and strategic planning of all department activities and projects, as well as, working with other departments to forecast, plan for, and coordinate services to be provided.

Class Level and Titling Conventions

Within any organization, the use of class titles and levels should be based on the specific needs of the organization. At the same time, certain standardized titling and leveling conventions are commonly used when establishing classification plans. A class series may be established when two or more classes are related to each other in a linear or other fashion. Typically, classes are placed in a series when the work performed in the classification is similar in nature but not in level, and when the work performed at the lower level class helps develop the knowledge, skills and abilities to perform work at the higher level.

By themselves, titles do not define positions. However, the use of consistent titling conventions can help an organization establish a consistent classification framework. When used properly, class titles can provide a quick visual tool for identifying the class type and level. Therefore, titles can be one of the most sensitive issues within the organization as they are sometimes perceived as a reflection of importance. Thus, employees are often very interested in what their job titles will be. Ideally, job titles should reflect the nature of the work being performed. Some examples include the following:

- **Assistant** – is commonly used in job titles to designate positions that perform routine facilities, or administrative tasks. This is an entry-level position requiring the application of basic theory and principles in a professional discipline to complete standard work assignments or projects. Incumbents focus on identifying “what,” needs to be done as well as “when,” “where,” and “how” to do it. Positions support an assigned function, office, or department.
 - For the SCV Water Agency classification study project, the *Office Assistant I* is one example of a classification for the entry-level Assistant position.

- **Technician**—A journey-level, technical position that requires the application of policies, methods, practices and procedures, knowledge of which are gained through experience and often supplemented by relevant technical or vocational training and course work. The title can be used in a class title to identify skilled trade classes or those with a technology emphasis. However, in administrative settings, the term “technician” also is used for classes where incumbents are expected to interpret and apply specialized laws and regulations in order to decide an appropriate course of action. Duties frequently require an incumbent to apply their knowledge of broad principles to specific situations, including those which are new or unfamiliar, while using a moderate amount of independent judgment and initiative to do the task.
 - For the SCV Water Agency classification study project, CPS HR recommends using the word Technician in the title of classes that meet the above criteria. Some Technician classes exist in series (e.g. *GIS Technician I & GIS Technician II*).
- **Specialist** – is a broad term that can apply to multiple types of jobs and various levels within a job family. By itself, it is not a leveling term. However, within a job family or class series, it may be an appropriate term to describe an advanced or specialized level within the family/series.
 - For the SCV Water Agency classification study project, the *Water Quality Specialist* is one example of a classification for Specialist.
- **Analyst** – is a title used for professional-level classes where the preponderant duties involve breaking down a complex problem into various components; conducting research to understand how the components interact with and impact each other and how each component affects the problem; using the information gained to develop a recommendation on how to solve the problem; and preparing a comprehensive report that describes the proposed solution to the problem and explains how that conclusion was reached. Analyst classes typically have a bachelor’s degree requirement.
 - For the SCV Water Agency classification study project, the *Financial Analyst* is one example of a classification for Analyst.
- **Coordinator** – is also a broad term that is occasionally used when “coordination” of a program or function is the preponderant assignment of the class. Coordinator classes typically have a preferred education equivalent to at least a bachelor’s degree.
 - For the SCV Water Agency classification study project, the *Emergency Preparedness & Safety Coordinator* is an example of a Coordinator level position.

Ultimately, the degree to which SCV Water Agency actively facilitates employee career progression may have the most significant impact on employee professional growth. Employer-paid training, educational reimbursement, and educational incentives provide proactive and effective ways of encouraging employees to improve their education and skills.

As with class titles, class level definitions typically follow standard conventions. Position classification is a dynamic process since the plan itself and the class specifications must continually respond to the changing needs of the organization. Thus, regular, and periodic review of the plan is needed to ensure that it accurately reflects changes in the SCV Water Agency's organizational goals, organizational structure, policy, size, and leadership styles. The plan must also respond to changes in technology, programs, legal requirements, and characteristics of the workforce.

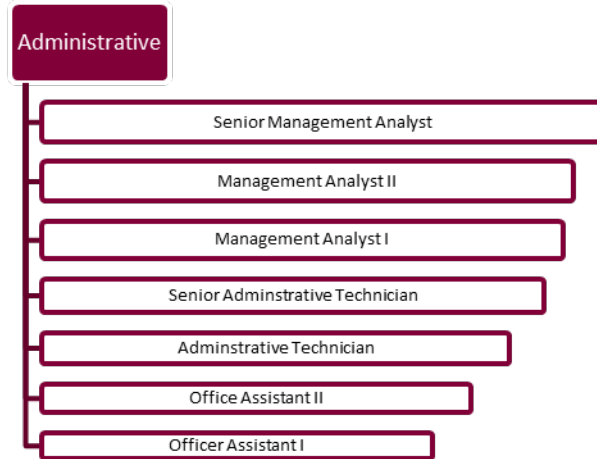
Once established, the classification plan must be utilized consistently to serve its purpose as a management tool. If employment decisions are not consistent with the plan, then either the plan or the decisions must be amended to be consistent with each other.

Classification Series – A classification series is a set of two or more classes within a job family that are closely related in terms of work performed and distinguished primarily by the level of responsibility, scope of duties and the level of independence with which the duties are performed. Within a classification series, it is possible to distinguish general categories or levels based upon factors such as the scope of responsibility assumed, the training and experience required to perform assigned duties, and the nature of supervision received and exercised. Also, consistent titling designations (e.g., I, II, Senior) are generally used to clearly define the applicable class level. By definition, a classification series consists of more than one classification.

Career Ladders – The career ladders proposed for SCV Water Agency are designed to identify gaps and facilitate opportunities for employees to progress to a higher level of job responsibility.

The degree to which the SCV Water Agency should proactively incorporate career ladders into its classification plan should be based on three primary preconditions: 1) the SCV Water Agency must have a genuine business need for higher-level work; 2) employees must be both interested in the higher level work and willing to develop their ability to perform it successfully; and 3) the SCV Water Agency must consider it preferable to retain employees rather than bring in new people who have gained experience elsewhere.

See below is an example of the career ladder for incumbents in the Administrative career path. Please note, some of the classifications listed in the Administrative career ladder were existing classifications and some are new proposed classifications.



Classification Outcomes, Analysis and Recommended Classifications

The recommended classification structure supports the current needs of the organization, and includes changing the classification concepts as needed, providing appropriate and consistent titles which represent the body of work/function. The proposed structure:

- Consolidates classifications where the duties and responsibilities of the work assigned are sufficiently similar in scope and complexity;
- Provides clearer distinctions among the different classifications and supports classifications within program series are then assessed based on nature of the work;
- Creates new classifications where the duties and responsibilities are sufficiently unique in scope and complexity;
- Provides more defined distinctions among the different classifications.

Not all areas will have all the recommended class titles/levels. Additional levels (e.g., I, II) are added to represent the complexity of the work function. CPS HR did not arbitrarily add additional levels to each job family or series, only if an additional level was deemed appropriate. As programs are added or changed,

positions may be added or changed to maintain consistency and to support SCV Water Agency initiatives. CPS HR made recommendations for a change in title for 43 current classifications, recommended 6 current classifications be eliminated and 15 current classifications be combined to support the proposed career ladders.

There are four primary outputs of the classification study including:

- 1) The Allocation Structure (**Exhibit A**) illustrates the recommended allocation structure for SCV Water Agency. See pages #28-51
- 2) The Individual Allocation list (**Exhibit B**) illustrates the recommended individual classifications for all SCV Water Agency employees and the CPS HR allocation rationale. See pages #52-111
- 3) Revised/new Classification Specifications (**Exhibit C**) represent the most current duties, responsibilities and requirements assigned to the incumbents. See page #112
- 4) FLSA analysis/recommendations. (**Exhibit E**) See pages #127-180

FLSA Status Review

As part of the classification study, CPS HR reviewed and audited existing classifications to ensure the correct FLSA designation has been allocated. In addition to FLSA overtime exemption tests that were conducted for all classification specifications, the PDQ forms and current classification specifications were reviewed and analyzed.

Background

The United States Congress enacted the Fair Labor Standards Act (FLSA) in 1938 to eliminate labor conditions injurious to the health and efficiency of workers, as well as unfair methods of competition based on such conditions. The act contains provisions that cover minimum wage, child labor, equal pay, and several other employment practices. Pertinent to this study, the FLSA contains language that requires employers to pay overtime to an employee at the rate of one and one-half the employee's regular rate of pay for all hours worked over designated weekly unless employee qualifies for an exemption. This overtime pay requirement cannot be waived by agreement between the employer and employee, although the employer can choose to pay overtime to an employee even though the employee qualifies for exemption under the law.

The most common overtime exemptions are Executive, Professional, Administrative, and Computer Professional. For Professional, Administrative, and Executive exemptions, employees must be paid on a salary basis and must regularly exercise discretion and independent judgment with respect to matters of significance. This is key to the determination of exempt status, as even very highly paid salaried positions may be overtime eligible if they do not exercise sufficient independent judgment and discretion.

The definition of the exercise of discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and action and deciding after the various possibilities have been considered. These terms imply that the employee has the authority to make an independent choice/decision that is free from immediate direction or supervision. Factors to consider include, but are not limited to: whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices; whether the employee carries out major assignments in conducting the operations of the business; whether the employee performs work that affects business operations to a substantial degree; whether the employee has authority to commit the employer in matters that have significant financial impact; and whether the employee has authority to waive or deviate from established policies and procedures without prior approval, and other factors set forth in the regulation. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures, or specific standards described in manuals or other sources.

The term "matters of significance" refers to the level of importance or consequence of the work performed. An employee does not exercise discretion and independent judgment with respect to matters of significance merely because the employer will experience financial losses if the employee fails to

perform the job properly. Similarly, an employee who operates very expensive equipment does not exercise discretion and independent judgment with respect to matters of significance merely because improper performance of the employee's duties may cause serious financial loss to the employer.

FLSA changes: January 1, 2020

The Fair Labor Standards Act (FLSA) establishes wage and hour regulations for employers. The Department of Labor (DOL)'s Wage and Hour Division (WHD) administers FLSA regulations and recently released the final in rule increasing the salary threshold for the executive, administrative and professional exemptions from overtime payment under the Fair Labor Standards Act. Effective January 1, 2020, the new federal rule increases the threshold to \$35,568/annually, or \$684 per week. The new rule raises the total annual compensation level for "highly compensated employees" from \$100,000 to \$107,432 per year. No changes were made to the duties test.

FLSA Impact of California Employers

There are a number of differences between the California labor code/wage orders and the federal Fair Labor Standards Act (FLSA) when determining which employees are exempt from overtime pay requirements. The increases to the salary levels for exempt status under the FLSA do not directly impact California employees because California has its own laws requiring a higher minimum salary to qualify for exempt status. Employers with California employees have to comply with the higher California salary thresholds for their California employees. As a reminder, the current minimum annual salary for most exempt managerial, administrative, and professional employees in California is \$54,080 (\$49,920 for employers with 25 or fewer employees). There are also unique California requirements for certain computer professionals. In California, for example, the salary threshold for the executive, administrative and professional exemptions is double the state minimum wage. So, when the minimum wage goes up statewide, so does the exempt salary threshold.

To qualify for the administrative employee exemption, all of the following tests must be met:

- The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
- The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance. Under the FLSA, "primary duty" means "the principal, main, major or most important duty that the employee performs. While the FLSA does not specify how much time must be spent on such duties, California law states that "primarily engaged" means employees must spend more than half of their work time on such duties.

To qualify for the executive employee exemption, all of the following tests must be met:

- The employee’s primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- The employee must have the authority to hire or fire other employees, or the employee’s suggestions and recommendations as to the hiring, firing, advancement, promotion, or any other change of status of other employees must be given consideration.

To qualify for the professional employee exemption, all of the following tests must be met:

- The employee’s primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;
- The advanced knowledge must be in a field of science or learning; and
- The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

To qualify for the computer employee exemption, the following tests must be met:

- The employee must be employed as a computer systems analyst, computer programmer, software engineer, or other similarly skilled worker in the computer field performing the duties described below; and
- The employee’s primary duty must consist of:
 - The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications;
 - The design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications; The design, documentation, testing, creation, or modification of computer programs related to machine operating systems; or
 - A combination of the duties as mentioned above, the performance of which requires the same level of skills.

CPS consultants evaluated the SCV Water Agency classifications to determine if the current exempt/non-exempt assigned to each classification is consistent with the FLSA criteria described above.

To conduct the FLSA review, the CPS HR consultants reviewed the proposed classification specifications, the SCV Water Agency’s salary schedule, and the incumbents’ Position Description Questionnaires (PDQs). The specific portions of the PDQs that were evaluated were: the essential functions and associated ratings, including any essential functions added by the incumbent; the supervision that was given to the incumbent and the amount of supervision the incumbent gave to others; and the various levels of authority associated with the position. Incumbents needed to have a salary of \$54,080 (\$1,081.60 before tax per week) or higher to qualify as exempt under the FLSA guidelines.

FLSA Analysis and Recommendations

The final analysis of SCV Water Agency classifications, definitions of exemptions tests and supporting documentation can be found in (Exhibit E). CPS HR consulting team identified nine (9) incumbents that either were recommended for changing their FLSA designation, or found to be in need of additional review, analysis, and possible revisions. Our comprehensive FLSA review revealed that the SCV Water Agency should consider implementing the following CPS HR recommendations for the following classifications:

- **Administrative Analyst (Incumbent #1008)** This incumbent's position is currently classified as exempt however, the current duties performed by this employee defines her role as non-exempt. Per the PDQ, this incumbent does not meet any exemptions tests from FLSA overtime provisions. The incumbent is recommended to be retitled to a Senior Administrative Technician. The incumbent performs duties primarily involved in reviewing plans to determine facility capacity fees based on an established schedule. The incumbent is leading and providing work direction to two Admin Techs. The work being performed is technical, but not analytical. CPS HR recommends classifying this incumbent as non-exempt. See Exhibit E page #132
- **Assistant Customer Service Manager (Incumbent #1019)** This incumbent's position is currently classified as exempt. Per the PDQ and class specification, this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this class be retitled to a Senior Customer Service Representative. CPS HR recommends classifying this incumbent as non-exempt. See Exhibit E page #135
- **Board Secretary (Incumbent #1125)** This incumbent's position is currently classified as non-exempt. This classification does meet the California State FLSA salary threshold for exemption. The incumbent provides highly responsible and confidential executive assistant duties to support the Board of Directors, General Manager, and a variety of agency committees. CPS HR is recommending this incumbent be retitled to a Board Secretary/Executive Assistant. Based on the actual work performed by the incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Administrative category. See Exhibit E page #137
- **GIS/CAD Technician I (Incumbent #1075)** This incumbent's position is currently classified as non-exempt. Per the incumbent and Director, the work currently being performed involves a wide range of analytical, complex and technical GIS functions. Duties are predominantly intellectual and require the consistent exercise of discretion and judgment. CPS HR recommends a title change to GIS Analyst. CPS HR recommends this position be exempt from FLSA overtime provisions under the Professional category. See Exhibit E page #150
- **GIS/CAD Technician II (Incumbent #1076 & #1077)** These two (2) incumbent's positions are currently classified as non-exempt. Per the incumbents and Director, the work currently being performed involves a wide range of analytical, complex and technical GIS functions. Duties are predominantly intellectual and require the consistent exercise of discretion and judgment. CPS HR recommends a title change to GIS Analyst for both incumbents. CPS HR recommends this

position be exempt from FLSA overtime provisions under the Professional category. See Exhibit E pages #150 & #151

- **Senior IT Technician (Incumbent #1135)** This incumbent's position is currently classified as non-exempt. This classification does meet the California State FLSA salary threshold for exemption. Per the PDQ, the incumbent oversees and implements highly technical information technology functions including database management, applications support and development. CPS HR is recommending this incumbent be retitled to an Information Technology Specialist. CPS HR recommends this be position exempt from FLSA overtime provisions under the Professional-Computer category. See Exhibit E page #167
- **Senior IT Technician (Incumbent #1134)** This incumbent's position is currently classified as non-exempt. This classification does meet the California State FLSA salary threshold for exemption. Per the PDQ and interview, the incumbent plans, organizes, supervises and evaluates the work of assigned IT staff. CPS HR is recommending this incumbent be retitled to an Information Technology Supervisor. CPS HR recommends this position be exempt from FLSA overtime provisions under the Professional category. See Exhibit E page #167
- **Water Utility Foreman (Incumbent #1203)** This incumbent's position is currently classified as non-exempt. This classification does meet the California State FLSA salary threshold for exemption. Per the PDQ, the incumbent plans, organizes, and supervises the work of assigned staff performing skilled and manual duties related to reading meters, recording water consumption and maintaining/repairing water meter equipment. CPS HR is recommending this incumbent be retitled to a Field Services Supervisor. CPS HR recommends keeping this position exempt from FLSA overtime provisions. See Exhibit E page #180

Next Steps

This report contains recommendations that the SCV Water Agency can use to further improve its classification system. The above sections of this final report provide information concerning the scope of the project, the methodology used, classification structure recommendations and individual employee allocation recommendations. CPS HR Consulting is pleased to provide this classification study report to the SCV Water Agency for review and comment. We welcome feedback from the SCV Water Agency.

Should you require any further information or have questions and comments concerning this classification study report, please do not hesitate to contact Suzanne Ansari, Project Manager/Senior HR Consultant at 657.204.4008 or via email at sansari@cpsr.us.

Exhibit A - Allocation Structure

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
EXECUTIVE MANAGEMENT	GENERAL MANAGER	GENERAL MANAGER	This classification was not part of the classification study.
	ASSISTANT GENERAL MANAGER	ASSISTANT GENERAL MANAGER	Performing duties consistent with current classification.
	CHIEF FINANCIAL & ADMINISTRATIVE OFFICER	CHIEF FINANCIAL & ADMINISTRATIVE OFFICER	Performing duties consistent with current classification.
	CHIEF OPERATING OFFICER	CHIEF OPERATING OFFICER	Performing duties consistent with current classification.
CUSTOMER SERVICE	CUSTOMER SERVICE MANAGER	CUSTOMER SERVICE MANAGER	Performing duties consistent with current classification.
	CUSTOMER SERVICE SUPERVISOR	CUSTOMER SERVICE SUPERVISOR	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	ASSISTANT CUSTOMER SERVICE SUPERVISOR	SENIOR CUSTOMER SERVICE REPRESENTATIVE	Title change to reflect position duties that are aligned closer to "Senior CS Representative" rather than an Assistant CS Supervisor. Incumbent does not supervise staff.
	CUSTOMER SERVICE REPRESENTATIVE II	CUSTOMER SERVICE REPRESENTATIVE II	Performing duties consistent with current classification.
	CUSTOMER SERVICE REPRESENTATIVE I	CUSTOMER SERVICE REPRESENTATIVE I	Performing duties consistent with current classification.
ENGINEERING	CHIEF ENGINEER	CHIEF ENGINEER	Performing duties consistent with current classification.
	PRINCIPAL ENGINEER CIP DESIGN	PRINCIPAL ENGINEER	Title change to reflect simplification in titling; CPS HR recommends to combine into a single Principal

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			Engineer class and remove CIP from title.
	PRINCIPAL ENGINEER DISTRIBUTION DESIGN	PRINCIPAL ENGINEER	Title change to reflect simplification in titling; CPS HR recommends to combine into a single Principal Engineer class and remove Distribution Design from title.
	SENIOR ENGINEER	SENIOR ENGINEER	Performing duties consistent with current classification.
	INSPECTOR SUPERVISOR	INSPECTOR SUPERVISOR	Performing duties consistent with current classification.
	CIVIL ENGINEER	ENGINEER	Title change to reflect simplification in titling; CPS HR recommends to combine into a broad single class and to remove term "civil" from title.
	SENIOR INSPECTOR	SENIOR INSPECTOR	Performing duties consistent with current classification. However, incumbent no longer administers the Agency's cross connection control program.
	ASSOCIATE ENGINEER	ASSOCIATE ENGINEER	Performing duties consistent with current classification.
	INSPECTOR	INSPECTOR II	Title change to create an Inspector I & II career ladder. This position would serve as journey-level.
	INSPECTOR	INSPECTOR I	Title change to create an Inspector career ladder I & II. This position would serve as entry-level.
	ASSISTANT ENGINEER (VACANT)	ASSISTANT ENGINEER (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	SENIOR ENGINEERING TECHNICIAN (VACANT)	SENIOR ENGINEERING TECHNICIAN (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	ENGINEERING TECHNICIAN II	ENGINEERING TECHNICIAN II	Most incumbents were performing duties consistent with current classification. However, one incumbent in this class was recommended to be moved into the existing Assistant Engineer class based on professional engineering duties being performed.
	ENGINEERING TECHNICIAN I	ENGINEERING TECHNICIAN I	CPS HR recommends keeping this class which would serve as the entry level class into the Engineering Technician series. However, the one incumbent who is currently allocated to this class is being recommended by CPS HR to be moved into the existing Assistant Engineer class based on professional engineering duties currently being performed. Incumbent is assuming full responsibility for designing major structures including a pump station and regularly designs pipeline alignments. Incumbent is performing project management and complex engineering calculations.

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	CROSS CONNECTION SPECIALIST I	INSPECTOR I	Title change to Inspector I. The concern would be whether the position would be flexibly staffed because it appears the duties of this position may not expand to the full "inspector" role. Would the incumbent be held at the "I" level indefinitely?
FINANCE/ACCOUNTING			
	DIRECTOR OF FINANCE & ADMINISTRATION CONTROLLER	DIRECTOR OF FINANCE & ADMINISTRATION CONTROLLER	Performing duties consistent with current classification.
	ASSISTANT RETAIL MANAGER (VACANT)	ASSISTANT RETAIL MANAGER (VACANT/ELIMINATE)	Performing duties consistent with current classification.
	RETAIL ADMINISTRATIVE OFFICER	RETAIL ADMINISTRATIVE OFFICER (ELIMINATE)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	SENIOR FINANCIAL ANALYST (VACANT)	SENIOR FINANCIAL ANALYST (VACANT)	Per SCV Water, this position's duties are to be reassigned.
	ACCOUNTING MANAGER (VACANT)	ACCOUNTING MANAGER (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	FINANCIAL ANALYST	FINANCIAL ANALYST	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	SENIOR ACCOUNTANT	SENIOR ACCOUNTANT	Performing duties consistent with current classification.

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	ACCOUNTANT	ACCOUNTANT	Performing duties consistent with current classification.
	SENIOR ACCOUNTING TECHNICIAN	PAYROLL SPECIALIST	Title change to Payroll Specialist. Primary functions are performing specialized payroll functions and proposed title change has been confirmed by Supervisor.
	SENIOR ACCOUNTING TECHNICIAN	SENIOR ACCOUNTING TECHNICIAN	Performing duties consistent with current classification.
	ACCOUNTING TECHNICIAN II	ACCOUNTING TECHNICIAN II	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	ACCOUNTING TECHNICIAN I	ACCOUNTING TECHNICIAN I	CPS HR recommends keeping this class which would serve as the entry level class into the Accounting Technician series. Three incumbents who are currently allocated to this class are being recommended by CPS HR to be moved into the journey-level Accounting Technician II class based on more complex accounting duties being assigned/performed.
HUMAN RESOURCES	HUMAN RESOURCES/RISK MANAGEMENT SUPERVISOR	HUMAN RESOURCES MANAGER	Performing duties consistent with current classification however, the current title does not reflect program management and responsibility for planning, organizing, budgeting, and implementing the programs and activities of the section. Incumbent

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			has subordinate staff as direct reports. CPS HR recommends title of Human Resources Manager.
	HUMAN RESOURCES ANALYST	HUMAN RESOURCES ANALYST	Performing duties consistent with current classification.
	ADMINISTRATIVE TECHNICIAN	HUMAN RESOURCES SPECIALIST	Title change recommended. Incumbent is performing specialized HR level duties including a wide range of work human resources assignments and projects within that discipline.
TECHNOLOGY SERVICES			
	DIRECTOR OF TECHNOLOGY SERVICES	DIRECTOR OF TECHNOLOGY SERVICES	Performing duties consistent with current classification.
	INFORMATION TECHNOLOGY ADMINISTRATOR (VACANT)	INFORMATION TECHNOLOGY SUPERVISOR (VACANT)	Vacant classification. CPS HR is recommending to eliminate this title and retitle to IT Supervisor.
	GIS SUPERVISOR/PLANNER	GIS MANAGER	Title change to GIS Manager. CPS HR recommends eliminating the current GIS Supervisor/Planner classification. The incumbent is performing both supervisory and management duties including supervising & evaluating staff, managing projects, overseeing contracts, policy development, reviews bids, manages GIS capital budgets and the develops manuals for GIS unit.

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	SENIOR IT TECHNICIAN	INFORMATION TECHNOLOGY SUPERVISOR	Title change. One incumbent is performing duties consistent with an IT Supervisor. This incumbent is planning, assigning, supervising, and evaluating day-to-day work of IT Tech employees, monitoring budget spending, and overseeing management of special projects. CPS HR recommends the title of IT Supervisor to encompass new supervisory duties being assigned/performed.
	SENIOR IT TECHNICIAN	INFORMATION TECHNOLOGY SPECIALIST	Per Director's suggestion, CPS HR concurs with the recommendation to create a new IT Specialist position. The new classification would be an option class where incumbents would perform a set of shared general IT duties and then be assigned specialized duties related to database/applications functions or cyber security functions.
	SENIOR IT TECHNICIAN	SENIOR IT TECHNICIAN	CPS HR concurs with the recommendation to keep the Senior IT Tech classification which would serve as the advanced level in the job series. Incumbents in this class would perform lead level IT support functions and provide primary technical support and maintenance for unmanned desktop computers.

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	IT TECHNICIAN	INFORMATION TECHNOLOGY TECHNICIAN II	Title change to create an IT Tech I & II career ladder. This position would serve as journey-level.
	N/A	INFORMATION TECHNOLOGY TECHNICIAN I (NEW PROPOSED)	New position recommended for entry-level IT Technician.
	GIS/CAD TECHNICIAN II	GIS ANALYST	Title change to GIS Analyst. Per the Director, three (3) incumbents are performing similar advanced level duties consistent with GIS Analyst class which requires the application of GIS theory and principles, carrying out assigned research, analysis and evaluation duties. Incumbents also make recommendations for the resolution of GIS related issues.
	GIS/CAD TECHNICIAN II	GIS TECHNICIAN II	Title change to reflect simplification in titling; CPS HR recommends to remove CAD from title. CAD software usage is very minimal. This position would serve as journey-level.
	GIS/CAD TECHNICIAN I	GIS TECHNICIAN I	Title change to reflect simplification in titling; CPS HR recommends to remove CAD from title. CAD software usage is very minimal. This position would serve as entry-level.
OPERATIONS			
	DIRECTOR OF OPERATIONS & MAINTENANCE	DIRECTOR OF OPERATIONS & MAINTENANCE	Performing duties consistent with current classification.
	OPERATIONS SUPERINTENDENT (VACANT)	WATER DISTRIBUTION MANAGER (VACANT)	Vacant classification. Title change suggested by Supervisor to create a

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			Manager classification for (Treatment) and the other for (Distribution).
	PRODUCTION SUPERVISOR	WATER SYSTEMS SUPERVISOR	Title change to reflect broad based operations and maintenance of water systems including pumping and treatment. CPS HR suggests new title of Water Systems Supervisor to be consistent with naming convention used for other proposed Water Systems Technician I & II (Production Operators) classes that incumbent supervises. The title Production Supervisor may not have many comparable titles within other organizations.
	OPERATIONS SUPERVISOR	UTILITY SUPERVISOR	Title change to reflect simplification in titling and primary "Utility" functions; incumbent is performing duties consistent with current classification.
	WATER UTILITY FOREMAN	FIELD SERVICES SUPERVISOR	Title change to reflect supervisory and work unit role. The current title and class specification for one of the three current Water Utility Foreman does not reflect the incumbent's full supervisory duties.
	WATER UTILITY FOREMAN	LEAD UTILITY WORKER	Title change to delete "Water" from title for consistency with other Utility classes. CPS HR suggests an alternate title to replace "Water Utility Foreman" with a more gender-neutral title such as Lead

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			<p>Utility Worker. Water Utility Foreman was a new class created as part of the merger. Per supervisor, there are two current incumbents who do not have supervisory duties.</p>
	SENIOR PRODUCTION OPERATOR	SENIOR WATER SYSTEMS TECHNICIAN	<p>Title change to reflect broad based technical duties involved in the operations and maintenance of water systems including pumping and treatment. The title of Senior Water Systems Tech is consistent with other lower-level water systems classes that are being proposed. This position would serve as an advanced-level class in the Water Systems Technician series.</p>
	SENIOR UTILITY WORKER	SENIOR UTILITY WORKER	<p>Performing duties consistent with current classification.</p>
	SENIOR FIELD CUSTOMER SERVICE REPRESENTATIVE	SENIOR FIELD SERVICES WORKER	<p>Title change to bring the classification title up-to-date with industry standards. Advanced-level job functions with focus on field services. Title change was requested by employees and leadership to avoid appearance that these positions only do meter reading. CPS HR concurs with recommendation for a new title.</p>

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	PRODUCTION OPERATOR II	WATER SYSTEMS TECHNICIAN II	<p>Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II since all incumbents perform a variety of technical mechanic functions including inspecting, adjusting, and repairing mechanical and hydraulic equipment though just in different areas. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.</p>
	PRODUCTION OPERATOR I	WATER SYSTEMS TECHNICIAN I	<p>Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as entry-level. CPS HR recommends combining Production Operators I & Distribution Mechanical Tech I into a broad new class called Water System Technician I since all incumbents perform a variety of technical mechanic functions including inspecting, adjusting, and repairing mechanical and hydraulic</p>

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			equipment though just in different areas. The Water Systems Technician I could be assigned to Operations or assigned to Treatment & Maintenance.
	UTILITY WORKER II	UTILITY WORKER II	Performing duties consistent with current classification.
	FIELD CUSTOMER SERVICE REPRESENTATIVE II	FIELD SERVICES WORKER II	Title change to bring the classification title up-to-date with industry standards. Journey-level job function focus on field services. Title change was requested by employees and leadership to avoid appearance that these positions only do meter reading. CPS HR concurs with recommendation for a new title.
	WAREHOUSE TECHNICIAN	PURCHASING/WAREHOUSE TECHNICIAN	Title change to add "Purchasing" to title. The current title suggests limited warehouse role and does not reflect the purchasing of specialized parts and equipment. CPS HR recommends to combine the current Warehouse Tech with Purchasing Tech into one broad class.
	UTILITY WORKER I	UTILITY WORKER I	Performing duties consistent with current classification.
	FIELD CUSTOMER SERVICE REPRESENTATIVE I	FIELD SERVICES WORKER I	Title change to bring the classification title up-to-date with industry standards. This entry-level job functions are focus on field services. Title change was requested by employees and leadership to

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			avoid appearance that these positions only do meter reading. CPS HR concurs with recommendation for a new title.
	WATER QUALITY/REGULATORY COMPLIANCE SUPERVISOR	WATER QUALITY SUPERVISOR	Title change to reflect simplification in titling; removed regulatory compliance from title. Focus of job is on supervision of water quality & staff.
	WATER QUALITY SPECIALIST	WATER QUALITY SPECIALIST	Performing duties consistent with current classification.
	N/A	SENIOR WATER QUALITY TECHNICIAN	New position recommended for a senior-level Water Quality Technician per Director O & M.
	WATER QUALITY DISTRIBUTION TECHNICIAN	WATER QUALITY TECHNICIAN II	Title change to create a Water Quality Technician I & II career ladder. This position would serve as the journey-level class with incumbents performing more complex water quality technical functions.
	WATER QUALITY DISTRIBUTION TECHNICIAN	WATER QUALITY TECHNICIAN I	Title change to create a Water Quality Technician I & II career ladder. This position would serve as entry-level class with incumbents performing routine water quality technical functions.
	SAFETY OFFICER	ENVIRONMENTAL HEALTH & SAFETY SUPERVISOR	Title change to bring the classification title up-to-date with industry standards with focus on environmental health & safety. CPS

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			HR recommends the title of Supervisor to encompass supervisory duties being assigned/performed.
	EMERGENCY PREPAREDNESS & SAFETY COORDINATOR	EMERGENCY PREPAREDNESS & SAFETY COORDINATOR	Performing duties consistent with current classification.
	N/A	SAFETY SPECIALIST II	New classification. CPS HR recommends that the current incumbent in the Safety Specialist be retitled to a Safety Specialist II. Incumbent is currently performing journey-level duties including a wide range of work assignments and projects within the Safety discipline.
	SAFETY SPECIALIST	SAFETY SPECIALIST I	Entry-level classification in the job series.
TREATMENT & MAINTENANCE			
	OPERATIONS & MAINTENANCE SUPERINTENDENT	WATER TREATMENT MANAGER	Title change suggested by Supervisor to create a Manager classification for (Treatment) and the other for (Distribution).
	ELECTRICAL/INSTRUMENTATION SUPERVISOR	ELECTRICAL/INSTRUMENTATION SUPERVISOR	Performing duties consistent with current classification.
	DISTRIBUTION MECHANICAL SUPERVISOR (VACANT)	WATER SYSTEMS SUPERVISOR (VACANT)	Vacant classification. However, CPS HR recommends a new title called Water Systems Supervisor to be consistent with naming convention used for Water Systems Technician

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			classes (Distribution/Mechanical Technician I, II & Senior).
	PRODUCTION FOREMAN (VACANT)	LEAD WATER SYSTEMS WORKER (VACANT)	Approved by SCVWA Board in March 2020. Classification was not studied by CPS HR. However, we suggest an alternate title to replace “Production Foreman” with a more gender-neutral title such as Lead Water Systems Worker
	SENIOR TREATMENT PLANT OPERATOR	SENIOR TREATMENT PLANT OPERATOR	Performing duties consistent with current classification.
	SENIOR DISTRIBUTION/MECHANICAL TECHNICIAN	SENIOR WATER SYSTEMS TECHNICIAN	Title change to reflect broad based technician duties in the operations and maintenance of water systems including distribution & mechanical. The title of Senior Water Systems Tech is consistent with other lower-level water systems classes that are being proposed. This position would serve as an advanced-level class in the Water Systems Technician series.
	BUILDING & GROUNDS SUPERVISOR	BUILDING & GROUNDS SUPERVISOR	Performing duties consistent with current classification.
	N/A	SCADA TECHNICIAN II	Establish a new SCADA classification series. Primary focus is performing journey-level SCADA technical functions. This proposed new class is recommended for one (1) of the current Senior Electrical Technician incumbents.

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	N/A	SCADA TECHNICIAN I	Establish a new SCADA classification series. Primary focus is performing entry level SCADA technical functions.
	SENIOR ELECTRICAL TECHNICIAN	SENIOR ELECTRICAL TECHNICIAN	Performing duties consistent with current classification.
	SENIOR INSTRUMENTATION TECHNICIAN	SENIOR INSTRUMENTATION TECHNICIAN	Performing duties consistent with current classification.
	TREATMENT PLANT OPERATOR II	TREATMENT PLANT OPERATOR II	Performing duties consistent with current journey-level classification, however, in other agencies, this job might be split among several different titles, e.g., "Pump Mechanic" or "Equipment Maintenance Mechanic".
	TREATMENT PLANT OPERATOR I (VACANT)	TREATMENT PLANT OPERATOR I (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDC.
	DISTRIBUTION/MECHANICAL TECHNICIAN II	WATER SYSTEMS TECHNICIAN II	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Distribution Mechanical Tech II & Production Operator II into a broad new class called Water System Technician II since all incumbents perform a variety of technical mechanic functions including inspecting, adjusting, and repairing mechanical and hydraulic

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			equipment though just in different areas. The Water Systems Technician II could be assigned to Operations or assigned to Treatment & Maintenance.
	DISTRIBUTION/MECHANICAL TECHNICIAN I	WATER SYSTEMS TECHNICIAN I	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as entry-level. CPS HR recommends combining Distribution Mechanical Tech I & Production Operator I into to a broad new class called Water System Technician I, since all incumbents perform a variety of technical mechanic functions including inspecting, adjusting, and repairing mechanical and hydraulic equipment though just in different areas. The Water Systems Technician I could be assigned to Operations or assigned to Treatment & Maintenance.
	ELECTRICAL/INSTRUMENTATION TECHNICIAN	ELECTRICAL/INSTRUMENTATION TECHNICIAN	Performing duties consistent with current classification.
	SENIOR FACILITIES MAINTENANCE TECHNICIAN	SENIOR FACILITIES MAINTENANCE TECHNICIAN	Performing duties consistent with current classification.
	FACILITIES MAINTENANCE TECHNICIAN II	FACILITIES MAINTENANCE TECHNICIAN II	Performing duties consistent with current classification.
	FACILITIES MAINTENANCE TECHNICIAN I (VACANT)	FACILITIES MAINTENANCE TECHNICIAN I	Performing duties consistent with current classification.

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
SECRETARIAL/ADMINISTRATIVE SUPPORT	SENIOR MANAGEMENT ANALYST	SENIOR MANAGEMENT ANALYST	Performing duties consistent with current classification.
	BOARD SECRETARY	BOARD SECRETARY/EXECUTIVE ASSISTANT	Title change to reflect current highly responsible and confidential secretarial and administrative support functions. The incumbent provides secretarial support to both the Board and also serves as an Executive Assistant to GM relieving the Board and GM of a variety of secretarial and administrative support details.
	MANAGEMENT ANALYST	MANAGEMENT ANALYST II	Title change. CPS HR recommends creating a Management Analyst I & II series with this class serving as the journey-level class.
	MANAGEMENT ANALYST	MANAGEMENT ANALYST I	Title change. CPS HR recommends creating a Management Analyst I & II series with this class serving as the entry-level class.
	EXECUTIVE ASSISTANT	EXECUTIVE ASSISTANT	Performing duties consistent with current classification. This position supports the COO but does not provide support to the GM or Board. Duties emphasize the provision of admin support to a department head.
	PURCHASING COORDINATOR	PURCHASING COORDINATOR	Performing duties consistent with current classification.
	ADMINISTRATIVE ANALYST	MANAGEMENT ANALYST I	Title change. CPS HR recommends creating a Management Analyst I &

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			II series with this class serving as the entry level class.
	ADMINISTRATIVE ANALYST	SENIOR ADMINISTRATIVE TECHNICIAN	Title change. Per Supervisor recommend that one incumbent be retitled to a Sr. Admin Tech. Incumbent is leading and providing work direction to two Admin Techs. Incumbent duties involve estimating and calculating the projected capacity fees.
	ADMINISTRATIVE TECHNICIAN	ADMINISTRATIVE TECHNICIAN	Performing duties consistent with current classification.
	ADMINISTRATIVE TECHNICIAN	EXECUTIVE ASSISTANT	Title change. Per Supervisor (AGM) one incumbent in this classification is performing professional level Executive Assistant duties including serving as a Board Secretary for the recently created Groundwater Sustainability Agency. Duties emphasize the provision of admin support to a AGM.
	PURCHASING TECHNICIAN (VACANT)	WAREHOUSE/PURCHASING TECHNICIAN (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	ADMINISTRATIVE ASSISTANT	OFFICE ASSISTANT II	Title change to OA II. Incumbents duties primarily involve proofreading Board documents, assisting with events, helping with Board meetings; role is fairly narrow. The Administrative Assistant is not currently allocated anywhere else and appears

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			unnecessary. CPS HR recommends to abolish the Administrative Assistant class. The current duties being performed by this incumbent are not at the level of complexity was described in the current AA class spec.
	OFFICE ASSISTANT II	OFFICE ASSISTANT II	Performing duties consistent with current classification.
	OFFICE ASSISTANT I (VACANT)	OFFICE ASSISTANT I (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
WATER QUALITY/LABORATORY			
	LABORATORY & REGULATORY AFFAIRS SUPERVISOR	WATER QUALITY LABORATORY MANAGER	Title change to reflect simplification in titling; CPS HR recommends removing "Regulatory Affairs" from title. Focus of job is on managing the Water Quality laboratory. Current duties being performed meets criteria for Manager.
	WATER QUALITY SCIENTIST II	WATER QUALITY SCIENTIST II	Performing duties consistent with current classification.
	WATER QUALITY SCIENTIST I (VACANT)	WATER QUALITY SCIENTIST I (VACANT)	Vacant classification. However, CPS HR recommends reclassifying one incumbent in the current Water Quality Technician into this classification.
WATER RESOURCES, WATERSHED & OUTREACH			

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	DIRECTOR OF WATER RESOURCES	DIRECTOR OF WATER RESOURCES	Performing duties consistent with current classification.
	RESOURCE CONSERVATION MANAGER	SUSTAINABILITY MANAGER	Title change per recommendation of Supervisor to "Sustainability Manager". CPS concurs with title change. This position is performing duties outside of current classification and playing a broader role within the Agency than current classification.
	PRINCIPAL WATER RESOURCES PLANNER	PRINCIPAL WATER RESOURCES PLANNER	Performing duties consistent with current classification.
	SENIOR WATER RESOURCES PLANNER (VACANT)	SENIOR WATER RESOURCES PLANNER (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	WATER CONSERVATION SUPERVISOR (VACANT)	WATER CONSERVATION SUPERVISOR (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	PUBLIC INFORMATION OFFICER	COMMUNICATIONS MANAGER	Title change. Public Information Officer title seems to have a slightly narrower scope, with a specific focus on media relations and the outward dissemination of information to particular audiences. CPS HR recommends the title of Communications Manager which would be a more accurate reflection of the current duties performed. Incumbent is responsible for planning, organizing, budgeting, and implementing the programs and

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			<p>activities of an assigned section. Incumbent supervises subordinate staff.</p>
	N/A	WATER RESOURCES PLANNER (NEW PROPOSED)	<p>New proposed classification recommended by CPS HR. The Water Resources Planner class does not currently exist at SCV Water. The addition of this new proposed class could help create a new career path in the Water Resources Planner related job series. CPS HR is recommending three current Associate Water Resources Planner incumbents to be retitled into this new proposed class to reflect current more complex Water Resources Planner duties being assigned/performed including performing specialized complex duties related to state water project for imported water supply & coordination of deliveries to meet water demands. Incumbents provides project management oversight to professional, technical staff and consultants.</p>

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
	PUBLIC AFFAIRS SPECIALIST III (VACANT)	SENIOR PUBLIC AFFAIRS SPECIALIST (VACANT)	This classification is currently vacant. CPS HR is recommending the Public Affairs Specialist III position be retitled to Senior Public Affairs Specialist for consistency with other SCV Water job families. CPS HR is recommending the single incumbent in the current Public Affairs Specialist II class to be retitled to the proposed Senior Public Affairs Specialist class based on the more advanced and complex public affairs work being assigned/performed.
	ASSOCIATE WATER RESOURCES PLANNER	ASSOCIATE WATER RESOURCES PLANNER	Keep classification as the entry level class into the Water Resources Planner job family series.
	WATER CONSERVATION SPECIALIST III (VACANT)	SENIOR WATER CONSERVATION SPECIALIST (VACANT)	Vacant classification. CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
	PUBLIC AFFAIRS SPECIALIST II	PUBLIC AFFAIRS SPECIALIST II	Performing duties consistent with current classification.
	WATER CONSERVATION SPECIALIST II	WATER CONSERVATION SPECIALIST II	Performing duties consistent with current classification.
	LEAD WATER CONSERVATION/EDUCATIONAL SPECIALIST	WATER EDUCATION SUPERVISOR	Title change to Water Education Supervisor. Leadership duties are sufficiently supervisory to warrant the Supervisor title; otherwise, duties are consistent with the current classification.
	PUBLIC AFFAIRS SPECIALIST I (VACANT)	PUBLIC AFFAIRS SPECIALIST I (VACANT)	Vacant classification. CPS HR is unable to provide recommendations

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	RATIONALE
			due to a lack of current data and no PDC.
	WATER CONSERVATION SPECIALIST I	WATER CONSERVATION SPECIALIST I	Performing duties consistent with current classification.
	WATER CONSERVATION EDUCATION SPECIALIST	WATER EDUCATION INSTRUCTOR	Title change to reflect simplification in titling; CPS HR recommends to remove "Conservation" from title.
	EVENT COORDINATOR	EVENT COORDINATOR	Performing duties consistent with current classification.

EXHIBIT B- Recommended Individual Allocations

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1000	Accountant	Finance	Accountant	No	Performing duties consistent with current classification.
1001	Accountant	Finance	Accountant	No	Performing duties consistent with current classification.
1002	Accountant	Finance	Accountant	No	Performing duties consistent with current classification.
1003	Accounting Technician I	Finance	Accounting Technician II	Yes	Title change. Incumbent is performing duties consistent with Acct Tech II Journey-level class. More complex accounting duties are now being assigned/performed as confirmed by Supervisor.
1004	Accounting Technician I	Finance	Accounting Technician II	Yes	Title change. Incumbent is performing duties consistent with Acct Tech II Journey-level class. More complex accounting duties are now being assigned/performed as confirmed by Supervisor.
1005	Accounting Technician I	Finance	Accounting Technician II	Yes	Title change. Incumbent is performing duties consistent with Acct Tech II Journey-level class. More complex accounting duties are now being assigned/performed as confirmed by Supervisor.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1006	Administrative Analyst	Engineering	Senior Administrative Technician	Yes	Title change. Per Supervisor, change to a Senior Administrative Technician. Incumbents duties primarily involve reviewing plans to determine Facility Capacity Fees based on an established schedule; not issuing permits. Incumbent is leading and providing work direction to two Admin Techs. Work being performed is technical, but not highly analytical. CPS HR recommends an additional review of this classification by the Agency if the assigned duties change in the future.
1007	Administrative Analyst	Water Resources, Watersheds & Outreach	Management Analyst II	Yes	Title change. CPS HR recommends creating a Management Analyst I-II series with this class serving as the journey level in the class series. Per feedback from supervisor, the scope and complexity of work has changed to include more grant administration functions.
1008	Administrative Analyst	Engineering	No PDQ	NA	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ. However, per the Chief Engineer the incumbent's scope of work has changed and is more

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1009	Administrative Assistant	Management	Office Assistant II	Yes	<p>consistent with an Executive Assistant.</p> <p>Title change. Incumbents duties primarily involve proofreading Board documents, assisting with events, helping with Board meetings; role is fairly narrow. The Administrative Assistant is not currently allocated anywhere else and appears unnecessary. CPS HR recommends to abolish the Administrative Assistant class. The current duties being performed by this incumbent are not at the level of complexity was described in the current class spec.</p>

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1010	Administrative Technician	Water Resources, Watersheds & Outreach	Executive Assistant	Yes	Title change. Performing admin/secretarial support duties to support the AGM. New duties have been added since the merger including serving as Board secretary to GSA Board and providing administrative support to public outreach and legislation, water conservation and Agency's safety committee.
1011	Administrative Technician	Administration	Administrative Technician	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1012	Administrative Technician	Engineering	Administrative Technician	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1013	Administrative Technician	Engineering	Administrative Technician	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1014	Administrative Technician	Engineering	Administrative Technician	No	Performing duties consistent with current classification, though minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1015	Administrative Technician	Operations	Administrative Technician	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1016	Administrative Technician	Operations	Administrative Technician	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1017	Administrative Technician	Operations	Administrative Technician	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1018	Administrative Technician	Administration/ Human Resources	Human Resources Specialist	Yes	Title change. Incumbent is performing specialized HR level duties including a wide range of work human resources assignments and projects within that discipline.
1019	Assistant Customer Service Manager	Customer Service	Senior Customer Service Representative	Yes	Title change to reflect position duties that are aligned closer to "Senior Customer Service Representative" rather than an Assistant CS Supervisor. Incumbent does not supervise staff. May act as a CS Supervisor in absence of assigned Supervisor. NO PDQ was received from incumbent, only an email from the incumbent's Supervisor re: above statement.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1020	Assistant General Manager	Assistant General Manager	Assistant General Manager	No	Performing duties consistent with current classification. Although this position acts in the absence of the GM, it is primarily over Water Resources.
1021	Associate Engineer	Engineering	Associate Engineer	No	Performing duties consistent with current classification.
1022	Associate Water Resources Planner	Water Resources, Watersheds & Outreach	Water Resources Planner	Yes	Title change. Incumbent is performing specialized complex duties related to state water project for imported water supply & coordination of deliveries to meet water demands. CPS HR follow-up communication confirms current title is not appropriate and incumbent is working at a higher level.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1023	Associate Water Resources Planner	Water Resources, Watersheds & Outreach	Water Resources Planner	Yes	Title change. Incumbent provides project management oversight to professional, technical staff and consultants. Oversees 8,000-acre off-site property (Devil's Den) including supervision of consultant and lease holder for compliance and lease agreement and water purchases. CPS HR's follow-up communication with Supervisor confirms current title is not appropriate and incumbent is working at a higher scope & level.
1024	Associate Water Resources Planner	Water Resources, Watersheds & Outreach	Water Resources Planner	Yes	Title change. Incumbent provides project management oversight to professional, technical staff and consultants. Incumbent is responsible for managing complex studies and reports which often include the development of recommendations for management review. CPS HR's follow-up communication with Supervisor confirms current title is not appropriate and incumbent is working at a higher scope & level.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1025	Board Secretary	Board Secretary	Board Secretary/Executive Assistant	Yes	Title change to reflect current highly responsible and confidential secretarial and administrative support functions. The incumbent provides primary admin/secretarial support to both the Board and also serves as an Executive Assistant to GM relieving the Board and GM of a variety of secretarial and administrative support details.
1026	Building & Grounds Supervisor	Treatment & Maintenance	Building & Grounds Supervisor	No	Performing duties consistent with current classification.
1027	Chief Engineer	Engineering	Chief Engineer	No	Performing duties consistent with current classification.
1028	Chief Financial and Administrative Officer	Management	Chief Financial & Administrative Officer	No	Performing duties consistent with current classification.
1029	Chief Operating Officer	Treatment, Production, Utilities & Maintenance	Chief Operating Officer	No	Performing duties consistent with current classification, though minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1030	Civil Engineer	Engineering	Engineer	Yes	Title change to reflect simplification in titling; CPS HR recommends to combine into a broad single class and to remove term "civil" from title.
1031	Civil Engineer	Engineering	No PDQ	NA	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1032	Controller	Finance	Controller	No	Performing duties consistent with current classification.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1033	Cross Connect Specialist I	Engineering	Inspector I	Yes	Title change to Inspector I. The concern would be whether the position would be flexibly staffed because it appears the duties of this position may not expand to the full "Inspector" role. Would the incumbent be held at the "I" level indefinitely? Recommend creation of career ladder for Inspector I-II series; this position requires backflow cert & D2/T-1. CPS HR highly encourages the dept Manager to review new class spec and required certs for Inspector I-II series. Folding the cross-connection specialist duties into the Inspector I has increased the class duties as this is a very specialized job with backflow cert required. Combining this class into the Inspector I could be a stretch.
1034	Customer Service Manager	Customer Service	Customer Service Manager	No	Performing duties consistent with current classification.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1035	Customer Service Representative I	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1036	Customer Service Representative I	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1037	Customer Service Representative I	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1038	Customer Service Representative II	Customer Service	Customer Service Representative II	No	Performing duties consistent with current classification.
1039	Customer Service Representative II	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1040	Customer Service Representative II	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1041	Customer Service Representative II	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1042	Customer Service Representative II	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1043	Customer Service Representative II	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1044	Customer Service Supervisor	Customer Service	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1045	Director of Finance and Administration	Finance	Director of Finance and Administration	No	Performing duties consistent with current classification.
1046	Director of Operations & Maintenance	Operations	Director of Operations & Maintenance	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1047	Director of Technology Services	Technology Services	Director of Technology Services	No	Performing duties consistent with current classification.
1048	Director of Water Resources	Water Resources, Watersheds & Outreach	Director of Water Resources	No	Performing duties consistent with current classification.
1049	Distribution/Mechanical Supervisor		No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1050	Distribution/Mechanical Technician II	Treatment & Maintenance	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including distribution/mechanical. This position would serve as journey-level.
1051	Distribution/Mechanical Technician II	Treatment & Maintenance	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including distribution/mechanical. This position would serve as journey-level.
1052	Distribution/Mechanical Technician II	Treatment & Maintenance	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including distribution/mechanical. This position would serve as journey-level in the class series.
1053	Electrical/Instrumentation Supervisor	Electrical/Instrumentation Supervisor	Electrical/Instrumentation Supervisor	No	Performing duties consistent with current classification.
1054	Electrical/Instrumentation Technician	Treatment & Maintenance	Electrical/Instrumentation Technician	No	Performing duties consistent with current classification.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1055	Electrical/Instrumentation Technician	Treatment & Maintenance	Electrical/Instrumentation Technician	No	Performing duties consistent with current classification.
1056	Engineering Technician I	Engineering	Assistant Engineer	Yes	Title change. Incumbent is primarily performing professional engineering duties. Current duties are not covered by Engineering Technician II series; Supervisor states that the position should be an Engineer; incumbent has an EIT and is sitting for PE exam soon, based on experience that has been credited to her as "professional". Incumbent assumes full responsibility for designing major structures such as pump stations and regularly designs pipeline alignments. Incumbent is performing project management and complex engineering calculations.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1057	Engineering Technician II	Engineering	Assistant Engineer	Yes	Title change. Incumbent is primarily performing professional engineering duties. Current duties are not covered by Engineering Technician II series; Supervisor states that the position should be an Engineer; incumbent has an EIT and is sitting for PE exam.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1058	Engineering Technician II	Engineering	Engineering Technician II	No	Performing duties consistent with current classification, though minor spec updates are recommended. Both the incumbent, Principal Engineer and also Chief Engineer agreed the title matches the scope of work being performed. Some updates to class spec are needed to reflect new SCV Water organization and functions (e.g., dig alerts by operations, base map requests by GIS). The incumbent states he has taken on more project management functions & drafting letters however, the projects are limited in scope. The incumbent does not have a BSE and does not lead the work of others. Incumbent is no longer handling utility requests managing AutoCad PC software licenses.
1059	Engineering Technician II	Engineering	Engineering Technician II	No	Performing duties consistent with current classification, though minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1060	Engineering Technician II	Engineering	Engineering Technician II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1061	Executive Assistant	Treatment & Maintenance	Executive Assistant	Yes	Performing duties consistent with current classification. This position supports the COO but does not provide support to the GM or Board. Duties emphasize the provision of admin support to a department head
1062	Facilities Maintenance Technician II	Treatment & Maintenance	Facilities Maintenance Technician II	No	Performing duties consistent with current classification.
1063	Facilities Maintenance Technician II	Treatment & Maintenance	Senior Facilities Maintenance Technician	Yes	Title change. Incumbent is performing duties consistent with Senior Facilities Maintenance Tech. Trains & leads staff. Title change is supported by supervisor.
1064	Field Customer Service Rep I	Operations	Field Services Worker I	Yes	Performing duties consistent with current classification, though minor spec updates are recommended. Title change requested by employees and leadership to avoid appearance that these positions only do meter reading.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1065	Field Customer Service Rep I	Operations	Field Services Worker I	Yes	Performing duties consistent with current classification, though minor spec updates are recommended. Title change requested by employees and leadership to avoid appearance that these positions only do meter reading.
1066	Field Customer Service Rep I	Operations	Field Services Worker I	Yes	Performing duties consistent with current classification, though minor spec updates are recommended. Title change requested by employees and leadership to avoid appearance that these positions only do meter reading.
1067	Field Customer Service Rep I	Operations	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1068	Field Customer Service Rep II	Operations	Field Services Worker II	Yes	Performing duties consistent with current classification, though minor spec updates are recommended. Title change requested by employees and leadership to avoid appearance that these positions only do meter reading.
1069	Field Customer Service Rep II	Operations	Field Services Worker II	Yes	Performing duties consistent with current classification, though minor spec updates are recommended. Title change requested by employees and leadership to avoid appearance that these positions only do meter reading.
1070	Field Customer Service Rep II	Operations	Field Services Worker II	Yes	Performing duties consistent with current classification, though minor spec updates are recommended. Title change requested by employees and leadership to avoid appearance that these positions only do meter reading.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1071	Field Customer Service Rep II	Operations	Field Services Worker II	Yes	Performing duties consistent with current classification, though minor spec updates are recommended. Title change requested by employees and leadership to avoid appearance that these positions only do meter reading.
1072	Financial Analyst	Finance	Financial Analyst	No	Performing duties consistent with current classification.
1073	Financial Analyst	Finance	Financial Analyst	No	Performing duties consistent with current classification.
1074	General Manager	Management	General Manager	No	This classification was not part of the classification study.
1075	GIS Supervisor/Planner	Administration	GIS Manager	Yes	Title change to GIS Manager. CPS HR recommends eliminating the GIS Supervisor/Planner classification. This incumbent is performing both supervisory and management duties including supervising & evaluating staff, managing projects, contracts, policy development, reviewing bids, managing capital budgets and developing manuals for GIS unit.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1076	GIS/CAD Technician I	Administration	GIS Technician I	Yes	Title change to reflect simplification of titling. CPS HR recommends to remove CAD from title. CAD software usage is very minimal. This position would serve as entry-level.
1077	GIS/CAD Technician I	Administration	GIS Analyst	Yes	Title change. Per the Director, this incumbent is performing advanced level duties consistent with GIS Analyst class which requires the application of GIS theory and principles, carrying out assigned research, analysis and evaluation duties. Incumbent also makes recommendations for the resolution of GIS related issues.
1078	GIS/CAD Technician II	Administration	GIS Analyst	Yes	Title change. Per the Director, this incumbent is performing advanced level duties consistent with GIS Analyst class which requires the application of GIS theory and principles, carrying out assigned research, analysis and evaluation duties. Incumbent also makes recommendations for the resolution of GIS related issues.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1079	GIS/CAD Technician II	Administration	GIS Analyst	Yes	Title change. Per the Director, this incumbent is performing advanced level duties consistent with GIS Analyst class which requires the application of GIS theory and principles, carrying out assigned research, analysis and evaluation duties. Incumbent also makes recommendations for the resolution of GIS related issues.
1080	HR Analyst	Administration/ Human Resources	HR Analyst	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1081	HR Analyst	Administration/ Human Resources	HR Analyst	No	Performing duties consistent with current classification, though minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1082	Human Resources/Risk Mgmt Supervisor	Administration	Human Resources Manager	Yes	Title change. Incumbent is performing duties consistent with current classification however, the current title does not reflect program management and responsibility for planning, organizing, budgeting, and implementing the programs and activities of the section. Incumbent has subordinate staff as direct reports. CPS HR recommends title of Human Resources Manager. Class spec needs to be revised.
1083	Inspector	Engineering	Inspector II	Yes	Title change to create career ladder for Inspector I-II series. Incumbent is performing journey-level duties. Class spec needs to be revised.
1084	Inspector	Engineering	Inspector II	Yes	Title change to create career ladder for Inspector I-II series. Incumbent is performing journey-level duties. Class spec needs to be revised.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1085	Inspector	Engineering	Inspector II	Yes	Title change to create career ladder for Inspector I-II series. Incumbent is performing journey-level duties. Class spec needs to be revised.
1086	Inspector Supervisor	Engineering	Inspector Supervisor	No	Performing duties consistent with current classification.
1087	IT Technician	Technology Services	Information Technology Technician II	Yes	Title change to create an IT Tech I & II career ladder. This position would serve as Journey-level. Performing duties consistent with current classification. Class spec needs to be revised.
1088	IT Technician	Technology Services	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1089	Laboratory & Regulatory Affairs Supervisor	Engineering	Water Quality Laboratory Manager	Yes	Title change to reflect simplification in titling; CPS HR recommends removing "Regulatory Affairs" from title. Focus of job is on managing the Water Quality Laboratory. Current duties being performed meets criteria for Manager.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1090	Lead Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Water Education Supervisor	Yes	Title change to Water Education Supervisor. Leadership duties are sufficiently supervisory to warrant the Supervisor title; otherwise, duties are consistent with the current classification.
1091	Management Analyst	Administration	Management Analyst II	Yes	Title change. CPS HR recommends creating a Management Analyst I & II series with this class serving as the journey-level class. Duties are focused on agency-wide purchasing; not strongly analytical, but supervisory/technical.
1092	Management Analyst	Administration	Management Analyst II	Yes	Title change to create career ladder for Management Analyst I & II with this class serving as the journey-level class.
1093	Office Assistant II	Administration	Office Assistant II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1094	Operations & Maintenance Superintendent	Operations & Maintenance Superintendent	Water Treatment Manager	Yes	Retitle class to Water Treatment Manager. Title change suggested by Supervisor to create a Manager classification

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1095	Operations Supervisor	Operations	Utility Supervisor	Yes	Title change to reflect simplification in titling and primary "Utility" functions; incumbent is performing duties consistent with current classification. Incumbent supervises Utility workers.
1096	Operations Supervisor	Operations	Utility Supervisor	Yes	Title change to reflect simplification in titling and primary "Utility" functions; incumbent is performing duties consistent with current classification. Incumbent supervises Utility workers.
1097	Principal Engineer CIP Design	Engineering	Principal Engineer	Yes	Title change to reflect simplification in titling; CPS HR recommends to combine into a single Principal Engineer class and remove CIP from title.
1098	Principal Engineer Distribution Design	Engineering	Principal Engineer	Yes	Title change to reflect simplification in titling; CPS HR recommends to combine into a single Principal Engineer class and remove Distribution Design CIP from title.
1099	Principal Water Resources Planner	Water Resources,	Principal Water Resources Planner	No	Performing duties consistent with current classification.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1100	Production Operator I	Watersheds & Outreach Operations	Water Systems Technician I	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as entry-level. CPS HR recommends combining Production Operators I & Distribution Mechanical Tech I into a broad new class called Water System Technician I. The Water Systems Technician I could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1101	Production Operator I	Operations	Water Systems Technician I	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as entry-level. CPS HR recommends combining Production Operators I & Distribution Mechanical Tech I into a broad new class called Water System Technician I. The Water Systems Technician I could be assigned to Operations or assigned to Treatment & Maintenance.
1102	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1103	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1104	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1105	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1106	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1107	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1108	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1109	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1110	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1111	Production Operator II	Operations	Water Systems Technician II	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including pumping and treatment. This position would serve as journey-level. CPS HR recommends combining Production Operators II & Distribution Mechanical Tech II into a broad new class called Water System Technician II. The Water Systems Technicians II could be assigned to Operations or assigned to Treatment & Maintenance.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1112	Production Supervisor	Operations	Water Systems Supervisor	Yes	Title change to reflect broad based operations and maintenance of water systems including pumping and treatment. CPS HR suggests new title of Water Systems Supervisor to be consistent with naming convention used for other proposed Water Systems Technician I & II (Production Operators) classes that incumbent supervises. The title Production Supervisor may not have many comparable titles within other organizations. Minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1113	Production Supervisor	Operations	Water Systems Supervisor	Yes	Title change to reflect broad based operations and maintenance of water systems including pumping and treatment. CPS HR suggests new title of Water Systems Supervisor to be consistent with naming convention used for other proposed Water Systems Technician I & II (Production Operators) classes that incumbent supervises. The title Production Supervisor may not have many comparable titles within other organizations. Minor spec updates are recommended.
1114	Public Affairs Specialist II	Water Resources, Watersheds & Outreach	Senior Public Affairs Specialist	Yes	Title change. Incumbent is performing complex advanced level public affairs duties. CPS HR is recommending the Public Affairs Specialist III position be retitled to Senior Public Affairs Specialist for consistency with other SCV Water job families.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1115	Public Information Officer	Water Resources, Watersheds & Outreach	Communications Manager	Yes	Title change. Public Information Officer title seems to have a slightly narrower scope, with a specific focus on media relations and the outward dissemination of information to particular audiences. CPS HR recommends the title of Communications Manager which would be a more accurate reflection of the current duties performed. Incumbent is responsible for planning, organizing, budgeting, and implementing the programs and activities of an assigned section. Incumbent supervises subordinate staff.
1116	Purchasing Coordinator	Administration	Purchasing Coordinator	No	Performing duties consistent with current classification, though minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1117	Resource Conservation Manager	Water Resources, Watersheds & Outreach	Sustainability Manager	Yes	Per AGM, recommend a title change to Sustainability Manager. Employee is performing duties outside of current classification and playing a broader role within the Agency than current classification. CPS HR concurs with this recommendation.
1118	Retail Administrative Officer	Customer Service	Position to be eliminated	N/A	Position to be abolished. Duties to be reassigned and absorbed by Accounting Manager/others in the dept.
1119	Safety Officer	Safety	Environmental Health & Safety Supervisor	Yes	Title change to bring the classification title up-to-date with industry standards with focus on environmental health & safety. CPS HR recommends the title of Supervisor to encompass supervisory duties being performed. Incumbent is now supervising and evaluating two safety staff.
1120	Safety Specialist	Safety	Safety Specialist II	Yes	Title change. Incumbent is currently performing journey-level duties including a wide range of work assignments and projects within the safety discipline.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1121	Senior Accountant	Finance	Senior Accountant	No	Performing duties consistent with current classification.
1122	Senior Accountant	Finance	Senior Accountant	No	Performing duties consistent with current classification.
1123	Senior Accounting Technician	Finance	Payroll Specialist	Yes	Title change to Payroll Specialist. Primary functions are performing specialized payroll functions and have been confirmed by Supervisor.
1124	Senior Accounting Technician	Finance	Senior Accounting Technician	No	Performing duties consistent with current classification.
1125	Senior Distribution/Mechanical Technician	Treatment & Maintenance	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1126	Senior Distribution/Mechanical Technician	Treatment & Maintenance	Senior Water Systems Technician	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including distribution & mechanical. The title of Senior Water Systems Tech is consistent with other lower-level water systems classes that are being proposed. This position would serve as an advanced-level class in the Water Systems Technician series.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1127	Senior Distribution/Mechanical Technician	Treatment & Maintenance	Senior Water Systems Technician	Yes	Title change to reflect broad based technician duties in the operations and maintenance of water systems including distribution & mechanical. The title of Senior Water Systems Tech is consistent with other lower-level water systems classes that are being proposed. This position would serve as an advanced-level class in the Water Systems Technician series.
1128	Senior Electrical Technician	Senior Electrical Technician	Senior Electrical Technician	No	Performing duties consistent with current classification.
1129	Senior Electrical Technician	Senior Electrical Technician	Senior Electrical Technician	No	Performing duties consistent with current classification.
1130	Senior Electrical Technician	Senior Electrical Technician	Senior Electrical Technician	No	Performing duties consistent with current classification.
1131	Senior Engineer	Engineering	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1132	Senior Engineer	Engineering	Senior Engineer	No	Performing duties consistent with current classification.
1133	Senior Facilities Maintenance Technician	Treatment & Maintenance	Senior Facilities Maintenance Technician	No	Performing duties consistent with current classification.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1134	Senior Field Customer Service Rep	Operations	Senior Field Services Worker	Yes	Title change to bring the classification title up-to-date with industry standards. Advanced-level job functions with focus on field services. Title change was requested by employees and leadership to avoid appearance that these positions only do meter reading. CPS HR concurs with the recommendation for a new title.
1135	Senior Field Customer Service Rep	Operations	Senior Field Services Worker	Yes	Title change to bring the classification title up-to-date with industry standards. Advanced-level job functions with focus on field services. Title change was requested by employees and leadership to avoid appearance that these positions only do meter reading. CPS HR concurs with the recommendation for a new title.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1136	Senior Inspector	Engineering	Senior Inspector	No	Performing duties consistent with current classification. However, incumbent no longer administers the Agency's cross connection control program. Remove reference on class spec re: Senior Inspector being the only recycled water site supervisor
1137	Senior Instrumentation Technician	Treatment & Maintenance	SCADA Technician II	Yes	Title change. Incumbent's primary responsibility is performing journey-level SCADA technical functions. Title change to bring the classification title up-to-date with industry standards.
1138	Senior Instrumentation Technician	Treatment & Maintenance	Senior Instrumentation Technician	No	Performing duties consistent with current classification.
1139	Senior IT Technician	Administration	Information Technology Supervisor	Yes	Title change. Performing duties consistent with Supervisor. Incumbent is planning, assigning supervising, and evaluating day-to-day work of IT tech employees, monitoring budget spending, and overseeing management of special projects.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1140	Senior IT Technician	Technology Services	Information Technology Specialist	Yes	Title change. Incumbent is performing database management, applications support and development duties consistent with an IT Specialist classification.
1141	Senior Management Analyst	Administration	Senior Management Analyst	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1142	Senior Production Operator	Operations	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1143	Senior Production Operator	Operations	Senior Water Systems Technician	Yes	Title change to reflect broad based technical duties involved in the operations and maintenance of water systems including pumping and treatment. The title of Senior Water Systems Tech is consistent with other lower-level water systems classes that are being proposed. This position would serve as an advanced-level class in the Water Systems Technician series.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1144	Senior Production Operator	Operations	Senior Water Systems Technician	Yes	Title change to reflect broad based technical duties involved in the operations and maintenance of water systems including pumping and treatment. The title of Senior Water Systems Tech is consistent with other lower-level water systems classes that are being proposed. This position would serve as an advanced-level class in the Water Systems Technician series.
1145	Senior Treatment Plant Operator	Treatment & Maintenance	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1146	Senior Treatment Plant Operator	Senior Treatment Plant Operator	Water Treatment Manager	Yes	Title change to Water Treatment Manager to reflect management, supervision, and evaluation of three (3) Treatment & Maintenance Supervisors. This incumbent has replaced the former Operations and Maintenance Superintendent who had retired. The incumbent is performing the full range of duties former employee had done in the past. Title change suggested by Supervisor to create a Manager Classification for (Treatment) and the other for (Distribution).
1147	Senior Treatment Plant Operator	Treatment & Maintenance	Senior Treatment Plant Operator	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1148	Senior Treatment Plant Operator	Treatment & Maintenance	Senior Treatment Plant Operator	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1149	Senior Treatment Plant Operator	Treatment & Maintenance	Senior Treatment Plant Operator	No	Performing duties consistent with current classification, though minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1150	Senior Utility Worker	Operations	Senior Utility Worker	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1151	Senior Utility Worker	Operations	Senior Utility Worker	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1152	Senior Utility Worker	Operations	Senior Utility Worker	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1153	Senior Utility Worker	Operations	Senior Utility Worker	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1154	Senior Utility Worker	Operations	Senior Utility Worker	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1155	Senior Utility Worker	Operations	Senior Utility Worker	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1156	Treatment Plant Operator II	Treatment & Maintenance	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1157	Treatment Plant Operator II	Treatment & Maintenance	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1158	Treatment Plant Operator II	Treatment & Maintenance	Treatment Plant Operator II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1159	Treatment Plant Operator II	Treatment & Maintenance	Treatment Plant Operator II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1160	Utility Worker I	Operations	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1161	Utility Worker I	Operations	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ.
1162	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1163	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification, though minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1164	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1165	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1166	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1167	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1168	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1169	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1170	Utility Worker I	Utility Worker I	Utility Worker I	No	Performing duties consistent with current classification.
1171	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1172	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification.
1173	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification.
1174	Utility Worker I	Operations	Utility Worker I	No	Performing duties consistent with current classification.
1175	Utility Worker II	Operations	Utility Worker II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1176	Utility Worker II	Operations	Utility Worker II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1177	Utility Worker II	Operations	Utility Worker II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1178	Utility Worker II	Operations	Utility Worker II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1179	Utility Worker II	Operations	Utility Worker II	No	Performing duties consistent with current classification, though minor spec updates are recommended.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1180	Utility Worker II	Operations	Utility Worker II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1181	Utility Worker II	Operations	Utility Worker II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1182	Utility Worker II	Operations	Utility Worker II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1183	Warehouse Technician	Operations	Purchasing & Warehouse Technician	Yes	Title change to add "Purchasing" to title. The current title suggests limited warehouse role and does not reflect the purchasing of specialized parts and equipment. CPS HR recommends to combine the current Warehouse Tech with Purchasing Tech into one broad class.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1184	Warehouse Technician	Operations	Purchasing & Warehouse Technician	Yes	Title change to add "Purchasing" to title. The current title suggests limited warehouse role and does not reflect the purchasing of specialized parts and equipment. CPS HR recommends to combine the current Warehouse Tech with Purchasing Tech into one broad class.
1185	Warehouse Technician	Operations	Purchasing & Warehouse Technician	Yes	Title change to add "Purchasing" to title. The current title suggests limited warehouse role and does not reflect the purchasing of specialized parts and equipment. CPS HR recommends to combine the current Warehouse Tech with Purchasing Tech into one broad class.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1186	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Water Education Instructor	Yes	Title change to reflect simplification in titling; CPS HR recommends to remove "Conservation" from title. Performing duties consistent with current classification, though minor spec updates are recommended.
1187	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Water Education Instructor	Yes	Performing duties consistent with current classification, though minor spec updates are recommended; change title to simplify.
1188	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Water Education Instructor	Yes	Performing duties consistent with current classification, though minor spec updates are recommended; change title to simplify.
1189	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Water Education Instructor	Yes	Performing duties consistent with current classification, though minor spec updates are recommended; change title to simplify.
1190	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Water Education Instructor	Yes	Performing duties consistent with current classification, though minor spec updates are recommended; change title to simplify.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1191	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Water Education Instructor	Yes	Performing duties consistent with current classification, though minor spec updates are recommended; change title to simplify.
1192	Water Conservation Specialist I	Water Resources, Watersheds & Outreach	Water Conservation Specialist I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1193	Water Conservation Specialist I	Water Resources, Watersheds & Outreach	Water Conservation Specialist I	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1194	Water Conservation Specialist II	Water Resources, Watersheds & Outreach	Water Conservation Specialist II	No	Performing duties consistent with current classification, though minor spec updates are recommended.
1195	Water Quality Distribution Technician	Operations	Water Quality Technician I	Yes	Title change to create a Water Quality Technician I & II career ladder. This position would serve as entry-level class with incumbents performing routine water quality technical functions. Supervisor agrees with current title matching the scope of work being performed. Incumbent is a former VWC Water Quality Technician.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1196	Water Quality Distribution Technician	Operations	Water Quality Technician I	Yes	Title change to create a Water Quality Technician I & II career ladder. This position would serve as entry-level class with incumbents performing routine water quality technical functions. Supervisor agrees with current title matching the scope of work being performed. Incumbent is a former VWC Water Quality Technician.
1197	Water Quality Distribution Technician	Operations	Water Quality Technician I	Yes	Title change to create a Water Quality Technician I & II career ladder. This position would serve as entry-level class with incumbents performing routine water quality technical functions. Supervisor agrees with current title matching the scope of work being performed.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
1198	Water Quality Distribution Technician	Operations	Water Quality Technician I	Yes	Title change to create a Water Quality Technician I & II career ladder. This position would serve as entry-level class with incumbents performing routine water quality technical functions. Supervisor agrees with current title matching the scope of work being performed.
1199	Water Quality Scientist II	Engineering	Water Quality Scientist II	No	Performing duties consistent with current classification.
2000	Water Quality Scientist II	Engineering	Water Quality Scientist II	No	Performing duties consistent with current classification.
2001	Water Quality Scientist II	Engineering	Water Quality Scientist II	No	Performing duties consistent with current classification.
2002	Water Quality Specialist	Operations	Water Quality Specialist	No	Performing duties consistent with current classification, though minor spec updates are recommended.
2003	Water Quality Specialist	Operations	Water Quality Specialist	No	Performing duties consistent with current classification, though minor spec updates are recommended.
2004	Water Quality Technician	Engineering	Water Quality Scientist I	Yes	Title change recommended to reflect Water Quality Scientist I lab functions and testing being performed.

EE#	CURRENT CLASSIFICATION	DEPARTMENT/ LOCATION	PROPOSED CLASSIFICATION	TITLE CHANGE (YES/NO)	RATIONALE
2005	Water Quality/Reg Compliance Supervisor	Operations	Water Quality Supervisor	Yes	Title change to reflect simplification in titling; removed regulatory compliance from title. Focus of job is on supervision of water quality & staff.
2006	Water Utility Foreman	Operations	Field Services Supervisor	Yes	Title change to reflect supervisory and work unit role. The current title and class spec does not reflect the incumbent's full supervisory duties. Meets criteria for Supervisor.
2007	Water Utility Foreman	Operations	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ. However, CPS HR suggests an alternate title to replace "Water Utility Foreman" with a more gender-neutral title such as Lead Utility Worker.
2008	Water Utility Foreman	Operations	No PDQ	N/A	CPS HR is unable to provide recommendations due to a lack of current data and no PDQ. However, CPS HR suggests an alternate title to replace "Water Utility Foreman" with a more gender-neutral title such as Lead Utility Worker.

EXHIBIT C - Revised Classification Specifications

Due to size of the file, the revised classification specifications were uploaded to the Microsoft Teams Collaboration site as separate documents on June 15, 2020.

EXHIBIT D- Position Description Questionnaire (PDQ)



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

The Position Description Questionnaire (PDQ) is designed to obtain information about your position for classification purposes. The goal of the PDQ is to capture a current and accurate understanding of the work you perform. The information you provide will be used when making classification recommendations and to ensure compliance with federal and state laws.

Instructions

Please complete and save the PDQ as Classification_LastName-FirstName_Agency_PDQ.doc (example: Accountant_Smith-John_SCV Water_PDQ).

It is important to answer all the questions on the PDQ, so a complete and accurate description of your position is available.

If you have a copy of your Position Description, please attach it with any needed changes highlighted to reflect your current position (e.g., added tasks and essential functions, deletion or edits of inaccurate information). Your job description can be found online at yourscvwater.org, under Careers, Classifications, Classification Specifications. Here is the link: <https://www.governmentjobs.com/careers/scvwater/classspecs>

You may attach additional supporting information such as organizational charts, job flyers, etc. with your PDQ. We ask that you please save supporting documents with the following file naming convention: Classification_LastName-FirstName_Agency_Supporting.doc.

The PDQ should not take more than two to three hours to complete and should be forwarded to Human Resources by **Friday, October 18, 2019**. You may e-mail your completed document to JoAnna Brison, jbrison@scvwa.org. If you have any questions about the PDQ, please contact the Human Resources Office at ext. 214 or ext. 150. We appreciate your participation in this process.



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

1. BACKGROUND INFORMATION

Name				Class Title			
Organization, Department, & Location							
Work Schedule Circle One	9/80 5/80 7/12	Total Hours Per Day		Is the position Fulltime (FT), Part- time (PT), or Intermittent (I)			
Approximate length of time in present position SCV Water including legacy agency/predecessor					Years		Mos.
Last previous position within the organization (if applicable) SCV Water including legacy agency/predecessor							
Work Email Address & Phone Number							
Supervisor Name & Title							

Does your current class title accurately describe your position?		Yes		No
Does your current classification specification accurately describe your duties?		Yes		No
If you responded "no" for either of the previous 2 questions, please summarize your concerns. Discuss any changes in the scope of work (e.g., what new duties are you performing or old duties that you are no longer performing).				

Do you wish to request an interview with the consultants? (Note: interviews are scheduled based on consultant discretion and checking this box does not guarantee that you will be interviewed)		Yes		No
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2. JOB SUMMARY

Please summarize the major purpose of your job:



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

3. SPECIFIC DUTIES AND RESPONSIBILITIES

Describe the regular duties and work that you perform. In the columns to the right, rate the importance, frequency of the tasks, and percentage (%) of time spent using the rating scales provided. For percentage of time spent, please provide the percentage of time spent on each task. **The total of all task percentages should equal 100%.**

#	Representative Duties and Responsibilities	Importance	Frequency	% of Time
1	For example, the task "provide formal training to government agencies on risk assessment, internal controls and interpretation of contract language to ensure compliance with federal regulations" may be very important to the position of a Risk Manager but may not be completed very often. Therefore, it could be rated "critical" for importance but "less than once a month" for frequency. The % of time spent would be 5%.	<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Less than Once Per Month <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily	
2		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Less than Once Per Month <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily	
3		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Less than Once Per Month <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily	
4		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Less than Once Per Month <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily	
5		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Less than Once Per Month <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily	
6		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Less than Once Per Month <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily	
7		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Less than Once Per Month <input type="checkbox"/> Monthly <input type="checkbox"/> Weekly <input type="checkbox"/> Daily	



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

4. KNOWLEDGE, SKILLS, AND ABILITIES

List the specific areas of knowledge, skills, and abilities that a person must possess to successfully perform your job. Some of the areas of knowledge to consider are laws, regulations, technical aspects, policies, procedures, software applications, equipment operation, etc. Some of the areas of abilities to consider are abilities to perform certain functions, develop, repair, operate, coordinate, review, etc. In the columns to the right, rate the importance and expected at entry of each knowledge, skill, and ability using the rating scales provided.

#	Knowledge, Skills, and Abilities	Importance	Expected at Entry
1	For example, the "knowledge of formal training methods and procedures (e.g., instructional systems design models) to train government agencies on risk assessment, internal controls, and interpretation of contract language" may be rated "very important" to successful job performance for a Risk Manager, and "essential" to have upon entry to the position.	<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Not Needed <input type="checkbox"/> Needed <input type="checkbox"/> Essential
2		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Not Needed <input type="checkbox"/> Needed <input type="checkbox"/> Essential
3		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Not Needed <input type="checkbox"/> Needed <input type="checkbox"/> Essential
4		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Not Needed <input type="checkbox"/> Needed <input type="checkbox"/> Essential
5		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Not Needed <input type="checkbox"/> Needed <input type="checkbox"/> Essential
6		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Not Needed <input type="checkbox"/> Needed <input type="checkbox"/> Essential
7		<input type="checkbox"/> Not Important <input type="checkbox"/> Slightly Important <input type="checkbox"/> Moderately Important <input type="checkbox"/> Very Important <input type="checkbox"/> Critical	<input type="checkbox"/> Not Needed <input type="checkbox"/> Needed <input type="checkbox"/> Essential



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

5. DECISIONS & FINANCIAL RESPONSIBILITIES

Describe the most important decision(s) you make in the course of your work.

Do you complete any budget development or budget oversight in your current position (e.g., developing or directing staff who develop budgets, approving, authorizing expenditures, monitoring and adjusting budget)? If so, please explain the scope and level.

6. SUPERVISION

A. Supervision Received

Please select one of the following that best describes the type and amount of supervision that the position receives.

	Check Here
Supervisor frequently checks job activities.	
Works alone on routine or regular work assignments and checks with supervisor on non-routine assignments or when in doubt as to the correct procedures to follow.	
Receives occasional supervision while working toward a definite objective that requires use of a wide range of procedures. Plans and/or determines specific procedures or equipment required to meet assigned objectives and solves non-routine problems. Refers only unusual matters to supervisor.	
Works from broad policies and towards general objectives. Refers specific matters to superior(s) only when interpretation or clarification of organizational policies is necessary.	
Works from general directives or broadly defined missions of the organization.	

B. Supervisory Responsibilities

Please mark an "X" in any box that applies to your responsibility level for supervising employees.

PROVIDE DIRECT SUPERVISION	
Performance Appraisals	
Plan/Conduct Professional Development	
Interview/Selection of Staff	
Personnel Action <u>Recommendations</u> (salary increases/promotion/transfers/discipline/reassignment etc.)	
Personnel Action <u>Determinations</u> (salary increases/promotion/transfers/discipline/ reassignment etc.)	

LEAD WORK OF OTHERS	
Lead and Provide Work Direction	
Assign/Review/Monitor Work Assignments	
Provide Input During Evaluations	



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

C. What type of supervision/lead is provided? Please select all of the supervisory/lead duties performed, the level of authority, and indicate whether the activity is performed for employees, non-employees (e.g. contractors), or both.

Duty	No Authority	Recommend	With Prior Approval	On Own Authority	Employee or Non-Employee
Train others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Hire employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan and/or schedule work for others on specific projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan and/or schedule work for others on a daily basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assign or delegate work to others on specific projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assign or delegate work to others on a daily basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Monitor work of others on specific projects or on a daily basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish rules, procedures, and/or standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Approve overtime and/or leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Evaluate performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Take corrective action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Resolve complaints and/or grievances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

D. Subordinates (if applicable)

List employees whom you supervise directly or indirectly. Indicate number of employees in each classification and their status (full time, part time or temporary).

DIRECTLY
Employee Name & Classification

LEAD WORK
Employee Name & Classification



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

7. AUTHORITY

Check the box which most closely describes the level of discretion and independent judgment that correlates to the level of authority assigned to the position for each listed work activity. Where there are options listed for organization/department/division/section, please circle the level within the organization for which the authority and/or independent judgment is exercised.

Work Activity	No Authority	Recommend	Within Prescribed Guidelines	On Own Authority	Frequency (Daily, Weekly, Monthly)
Determine long-term strategic planning objectives for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Determine and develop policies and procedures for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Change/re-direct policies and procedures for the organization/ department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implement policies and procedures for the organization/ department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Determine and develop goals and objectives for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implement goals and objectives for the organization/ department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Acquire resources needed to accomplish goals and objectives for the organization/ department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish and organize work priorities and processes for own position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish and organize work priorities and processes for other positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish operational and/or capital budget amounts for organization/department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Annual budget amount:	<input type="text"/>				
Authorized expenditure level per occurrence assigned to your position:	<input type="text"/>				
Manage/administer operational and/or capital budget amounts for organization/department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Annual budget amount:	<input type="text"/>				
Authorized expenditure level per occurrence assigned to your position:	<input type="text"/>				
	<input type="text"/>				



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

8. EDUCATION, TRAINING AND EXPERIENCE REQUIREMENTS

Indicate the qualifications and requirements for successful performance which should be required in filling a future vacancy in your classification. Describe what you believe is necessary for proper performance, not necessarily your own qualifications.

Education: Please mark an "X" for the level of education required upon entry to this classification.

Equivalency language that allows multiple means for meeting Minimum Qualifications

Less Than High School Graduation		Graduation from High School/ GED		Some College-Level Coursework	
Two Years College-Level Coursework /Associate's Degree		Bachelor's Degree		Master's or Doctorate Degree	

Experience: Please mark an "X" for the level of experience required upon entry to this classification.

Less Than 1 Yr		1-2 Yrs		3-4 Yrs		5 Yrs		6+/Other (please indicate # of years)	
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Does the position require a driver's license or commercial driver's license? If so, please specify level/type and what job tasks the license is needed for.

Licenses, Certifications, Permits, Credentials or Specialized Training (list whether it is required by the organization, State or professional standard)

Treatment & Distribution Licenses

T 1-5

D 1-5

9. EQUIPMENT

Indicate any equipment that is regularly used on the job.



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

10. ESSENTIAL FUNCTIONS – ADA

Physical, Visual & Other Functional Requirements

Please review the definitions and check box that indicates how often you perform each physical requirement listed.

Frequency: This factor considers the frequency in which the requirements are performed as part of the essential functions of the job.

Rarely: once or twice, or never

Seldom: quarterly to yearly basis

Occasionally: monthly/bi-monthly basis

Frequently: weekly basis

A few times per day: 1-4 times per day

Several times per day: 5+ times per day

Activity	Rarely	Seldom	Occasional	Frequently	Few Times/Day	Several Times/Day
CLIMBING: Ascends or descends ladders, stairs, scaffolding, ramps, poles, etc. using feet and legs and/or hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STOOPING: Bends body downward and forward by bending spine at waist	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNEELING: Bends legs at knee; comes to rest on a knee or knees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CROUCH: Bends body downward and forward by bending leg and spine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CRAWLING: Moves about on hands and knees or hands and feet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REACHING: Extends hand(s) and arm(s) in any direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STANDING: Stands for long periods of time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WALKING: Moves about on feet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SITTING: Sits for extended periods of time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PUSHING: Uses upper extremities to press against something with steady force to thrust object forward, downward or outward	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PULLING: Uses upper extremities to exert force to draw, drag, haul or tug objects in a sustained motion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FINGER DEXTERITY: Picks, pinches, types, or otherwise primarily works with fingers rather than the whole hand or arm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GRASPING: Applies pressure to an object with the fingers and palm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FEELING: Perceives attributes of objects, such as size, shape, temperature, texture, by touching with skin, particularly that of fingertips	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TALKING: Expresses or exchanges ideas by means of the spoken word	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HEARING: Receives detailed information through oral communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BALANCING: Maintains body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



SCV Water and CPS HR Consulting

POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

Activity	Rarely	Seldom	Occasional	Frequently	Few Times/Day	Several Times/Day
moving surfaces (Exceeds that needed for ordinary locomotion and maintenance of body equilibrium)						
VISUAL: Work performed requires the ability to see distances under 12 inches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL: Work performed requires the ability to see at an arm's length	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL: Work performed requires the ability to see distances over 20 feet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL: Work performed requires the use of both eyes (field of vision)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL: Work performed requires the ability to distinguish basic colors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL: Work performed requires the ability to distinguish shades of colors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VISUAL: Work performed requires depth perception	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FUNCTIONAL: Operates truck, tractor, motor vehicle, forklift, or other moving equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPETITIVE USE OF FOOT CONTROL: <input type="checkbox"/> Right only <input type="checkbox"/> Left only <input type="checkbox"/> Both	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
REPETITIVE USE OF HANDS: <input type="checkbox"/> Right Only <input type="checkbox"/> Left Only <input type="checkbox"/> Both	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

EMPLOYEE STATEMENT

If there are other aspects about your job not covered in this questionnaire that are important in understanding your job content, please describe below. You may also attach additional information or pages if needed.

I HAVE READ THE INSTRUCTIONS AND TO THE BEST OF MY KNOWLEDGE, I BELIEVE THE INFORMATION PRESENTED HERE IS ACCURATE AND COMPLETE.

Signature of Employee		Date	
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**This employer is an Equal Employment Opportunity Employer. Nothing contained within this document should be construed as an indication that the employer will not engage in the interactive process to provide a reasonable accommodation for any qualified employee or applicant with a disability, in compliance with state and federal law.*

**You have completed the PDQ. Please send to your supervisor for review by Friday, October 18, 2019.
Thank you for your participation!**



SCV Water and CPS HR Consulting

POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

SUPERVISOR'S REVIEW

Does the employee's classification title accurately reflect the duties performed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Does this questionnaire accurately reflect the duties of the employee?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

If no, please explain your comments/concerns, referring to the numbered item in the employee's questionnaire. (Please do not change information in the questionnaire).

Please provide minimum qualifications of education and experience necessary to perform the responsibilities of this classification (if different from job classification/description).

Please indicate the degree of independence/autonomy necessary to perform the responsibilities of this classification (e.g., works under close supervision, works independently with little direction, is not assigned decision-making responsibilities)

Other supervisor comments. We strongly encourage and appreciate any further information and input you would provide.

Have you discussed your comments with the employee?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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Signature of Supervisor	<input type="text"/>	Date	<input type="text"/>
Title	<input type="text"/>		
Work Telephone Number (including extension)	<input type="text"/>		
Work E-Mail	<input type="text"/>		



POSITION DESCRIPTION QUESTIONNAIRE (PDQ)

MANAGERS'S REVIEW

Do you agree with the information given by the employee and supervisor?	Yes		No	
---	-----	--	----	--

If no, please explain your concerns, making reference to the numbered item in the questionnaire. (Please do not change information in the questionnaire).

Signature of Manager		Date	
Title			
Work Telephone Number (including extension)			
Work E-Mail			

EXHIBIT E- FLSA Analysis & Recommendations

**Federal: Does the employee earn more than annual salary of \$35,568 or \$684 per week?
California: Does the employee earn more than annual salary of \$54,080 or (\$49,920 for
employers with 25 or fewer employees)?**

Yes

Proceed to Test

No

Do Not Proceed, Non-exempt

Executive

Professional (Learned)

Professional (Creative)

- The employee’s primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;

- The employee’s primary duty must be performance of work requiring advanced knowledge, defined as work which is predominantly intellectual and requires the consistent exercise of discretion and judgment;

- The employee’s primary duty must be the performance of work requiring invention, imagination, originality, or talent in a recognized field of artistic or creative endeavor.

- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and

- The advanced knowledge must be in a field of science or learning; and

- Must have the authority to hire/fire, or the employee’s recommendations as to the hiring, firing, or any other change of status of other employees must be given particular weight.

- The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

<i>Administrative</i>	<i>Computer Professionals</i>	<i>Outside Sales</i>
<ul style="list-style-type: none"> The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance. 	<ul style="list-style-type: none"> The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below; The employee's primary duty must consist of: 1) <i>The application of systems analysis techniques and procedures;</i> 2) <i>The design, development, documentation, analysis, creation, testing or modification of computer systems or programs;</i> 3) <i>The design, documentation, testing, creation, or modification of computer programs related to machine operating systems;</i> or 4) <i>A combination of the aforementioned duties, the performance of which requires the same level of skills.</i> 	<ul style="list-style-type: none"> The employee's primary duty must be making sales (as defined in the FLSA), or obtaining orders or contracts for services or for the use of facilities for which a consideration will be paid by the client or customer; and The employee must be customarily and regularly engaged away from the employer's place or places of business.

Impact on California Employers

The increases to the salary levels for exempt status under the FLSA do not directly impact California employees because California has its own laws requiring a higher minimum salary to qualify for exempt status. Employers with California employees have to comply with the higher California salary thresholds for their California employees. As a reminder, the current minimum annual salary for most exempt managerial, administrative, and professional employees in California is \$54,080 (\$49,920 for employers with 25 or fewer employees). There are also unique California requirements for certain computer professionals and doctors. In California, for example, the salary threshold for the executive, administrative and professional exemptions is double the state minimum wage. So, when the minimum wage goes up statewide, so does the exempt salary threshold.

Santa Clarita Valley Water Agency
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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1000	Accountant	Finance	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. The Accountant is the journey level classification in the professional accountant series. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1001	Accountant	Finance	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. The Accountant is the journey level classification in the professional accountant series. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1002	Accountant	Finance	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. The Accountant is the journey level classification in the professional accountant series. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1003	Accounting Technician I	Finance	Yes	21	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. The Accounting Technician performs clerical and technical accounting duties in the preparation, maintenance, review, and processing of financial records, payroll, and reports. CPS HR has recommended this incumbent be retitled to an Accounting

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1004	Accounting Technician I	Finance	Yes	21	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. The Accounting Technician performs clerical and technical accounting duties in the preparation, maintenance, review, and processing of financial records, payroll, and reports. CPS HR has recommended this incumbent be retitled to an Accounting Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1005	Accounting Technician I	Finance	Yes	21	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. The Accounting Technician performs clerical and technical accounting duties in the preparation, maintenance, review, and processing of financial records, payroll, and reports. CPS HR has recommended this incumbent be retitled to an Accounting Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

Santa Clarita Valley Water Agency
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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1006	Administrative Analyst	Engineering	No	30	Exempt	Exempt	Administrative	Yes	No PDQ was received from this incumbent. The positions in this classification meet the California State FLSA salary threshold for exemption. Per the class specification, incumbents perform general professional, routine analytical, technical, programmatic, and administrative duties. Per the Chief Engineer, the incumbent's scope of work has changed and is more consistent with an Executive Assistant. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category.
1007	Administrative Analyst	Water Resources, Watersheds & Outreach	Yes	30	Exempt	Exempt	Administrative	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and class specification, incumbents perform general professional, routine analytical, technical, programmatic, and administrative duties. CPS HR has recommended this incumbent be retitled to a Management Analyst II. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category.
1008	Administrative Analyst	Engineering	Yes	30	Exempt	Non-Exempt			Per the PDQ, this incumbent does not meet any exemptions tests from FLSA overtime provisions. Incumbent is recommended to be retitled to a Senior Administrative Technician. Incumbent performs duties primarily involved in reviewing plans to determine facility capacity fees based on an established schedule. Incumbent is leading and providing work

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1009	Administrative Assistant	Management	Yes	23	Non-Exempt	Non-Exempt			direction to two Admin Techs. The work being performed is technical, but not analytical. CPS HR recommends this position non-exempt from FLSA overtime provisions. Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. Incumbent is recommended to be retitled to an Office Assistant II. The duties primarily involve proofreading Board documents, assisting with events, helping with Board meetings; the role is fairly narrow. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1010	Administrative Technician	Administration	Yes	25	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. Incumbents in this class perform a variety of technical and paraprofessional duties in support of administrative services, personnel, finance, or other division within the Agency. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1011	Administrative Technician	Administration/Human Resources	Yes	25	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. Incumbents in this class perform a variety of responsible and varied specialized paraprofessional duties in support of the agency's human resources office. CPS HR has recommended this incumbent be retitled to a Human Resources Specialist. CPS

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1012	Administrative Technician	Engineering	Yes	25	Non-Exempt	Non-Exempt			HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1013	Administrative Technician	Engineering	Yes	25	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. Incumbents in this class perform a variety of technical and paraprofessional duties in support of administrative services, personnel, finance, or other division within the Agency. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1014	Administrative Technician	Engineering	Yes	25	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1015	Administrative Technician	Operations	Yes	25	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1016	Administrative Technician	Operations	Yes	25	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1017	Administrative Technician	Operations	Yes	25	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1018	Administrative Technician	Water Resources, Watersheds & Outreach	Yes	25 Y-rated	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent who provides admin and secretarial support to the AGM to be reclassified to an Executive Assistant. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1019	Assistant Customer Service Manager	Customer Service	Yes	27	Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this class be reclassified to a Senior Customer Service Representative. CPS HR recommends this position as non-exempt from FLSA overtime provisions.
1020	Assistant General Manager	Management	Yes	48	Exempt	Exempt	Executive	Yes	This classification meets the California State FLSA salary threshold for exemption. Incumbent assists the General Manager in planning, organizing, controlling, integrating, directing, managing, and evaluating the activities, operations, and services of the Agency. Based on the class spec and actual work performed by position incumbent, CPS HR

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1021	Associate Engineer	Engineering	Yes	34	Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. Incumbent performs duties of drafting, computing, and checking of field operations for layout and construction of projects; assists in the design of projects by preparing plans, profiles, and cross sections, making quantity estimates, various alignments, and computations. Based on the class spec and actual work performed by position incumbent. CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Professional category.
1022	Associate Water Resources Planner	Water Resources, Watersheds & Outreach	Yes	34	Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. The incumbent plans, coordinates, and participates in a variety of professional water resources supply planning and development of future water supply needs. CPS HR recommends this incumbent be retitled to a Water Resources Planner. Based on the class spec and actual work performed by position incumbent, we recommend keeping this job exempt from FLSA overtime provisions under the Professional category.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1023	Associate Water Resources Planner	Water Resources, Watersheds & Outreach	Yes	34	Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. Incumbent plans, coordinates, and participates in a variety of professional water resources supply planning and development of future water supply needs. CPS HR recommends this incumbent be retitled to a Water Resources Planner. Based on the class spec and actual work performed by position incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Professional category.
1024	Associate Water Resources Planner	Water Resources, Watersheds & Outreach	Yes	34	Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. Incumbent plans, coordinates, and participates in a variety of professional water resources supply planning and development of future water supply needs. CPS HR recommends this incumbent be retitled to a Water Resources Planner. Based on the class spec and actual work performed by position incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Professional category.
1025	Board Secretary	General Manager's Office; Board of Directors	Yes	34	Non-Exempt	Exempt	Administrative	Yes	This classification meets the California State FLSA salary threshold for exemption. Incumbent performs highly responsible duties as the primary and confidential Board Secretary/Executive Assistant to the Board of Directors, General

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1026	Buildings and Grounds Supervisor	Treatment & Maintenance	Yes	31	Exempt	Exempt	Professional	Yes	<p>Manager, and a variety of agency committees. CPS HR recommends this incumbent be titled to a Board Secretary/Executive Assistant. Based on the class spec and actual work performed by position incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Administrative category.</p> <p>This classification meets the California State FLSA salary threshold for exemption. Incumbent plans, organizes, and supervises the work of assigned staff involved in the general maintenance, repair, improvement, and security of designated buildings, facilities, and grounds. The classification also requires specialized knowledge in water technology maintenance. Based on the class spec and actual work performed by position incumbent, CPS HR recommends recommend consider this job exempt from FLSA overtime provisions under the Professional category.</p>
1027	Chief Engineer	Engineering	Yes	46	Exempt	Exempt	Executive	Yes	<p>This classification meets the California State FLSA salary threshold for exemption. Incumbent has functional responsibility of all engineering, construction inspection activities. Based on the class spec and actual work performed by position incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Executive category.</p>

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1028	Chief Financial and Administrative Officer	Management	Yes	47	Exempt	Exempt	Executive	Yes	This classification meets the California State FLSA salary threshold for exemption. Incumbent work meets requirements in comprehensive functional responsibility over Fiscal Operations for the Agency. Based on the class spec and actual work performed by position incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Executive category.
1029	Chief Operating Officer	Treatment, Production, Utilities & Maintenance	Yes	47	Exempt	Exempt	Executive	Yes	This classification meets the California State FLSA salary threshold for exemption. Incumbent plans, organizes, directs, staffs, controls and manages the Agency's potable water, sanitary sewer, and recycled water systems, as well as building and grounds maintenance, emergency preparedness and safety. The position has comprehensive functional responsibility over Water Agency. Based on the class spec and actual work performed by position incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Executive category.
1030	Civil Engineer	Engineering	No	36	Exempt	Exempt	Professional	Yes	No PDQ was received. This classification meets the California State FLSA salary threshold for exemption. CPS HR recommends this incumbent be retitled to an Engineer. Based on the information in the classification specification, CPS HR recommends keeping this job exempt from FLSA

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1031	Civil Engineer	Engineering	Yes	36	Exempt	Exempt	Professional	Yes	<p>overtime provisions under the Professional category.</p> <p>This classification meets the California State FLSA salary threshold for exemption. Incumbents is involved in advanced level analysis and preparation and modification of water agency engineering projects and plans. CPS HR recommends this incumbent be retitled to an Engineer. Based on the class spec and actual work performed by position incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Professional category.</p>
1032	Controller	Finance	Yes	40	Exempt	Exempt	Professional	Yes	<p>This classification meets the California State FLSA salary threshold for exemption. This is a lead supervisory-level class and is responsible for overseeing significant programs, functions and/or service areas that have an Agency-wide impact. Based on the class spec and actual work performed by position incumbent, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Professional category.</p>
1033	Cross Connection Control Specialist I	Engineering	Yes	21 Y-rated	Non-Exempt	Non-Exempt			<p>Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS is recommending this incumbent be</p>

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1034	Customer Service Manager	Customer Service	Yes	36-Y- rated	Exempt	Exempt	Executive	Yes	retitled to Inspector I. CPS HR recommends this position as non-exempt from FLSA overtime provisions. This classification meets the California State FLSA salary threshold for exemption. Incumbent supervises dept staff and is responsible for overall management of the Customer Service department for Agency. Based on the information in the classification specification, CPS HR recommends keeping this job exempt from FLSA overtime provisions under the Executive category.
1035	Customer Service Representative	Customer Service	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA salary threshold for exemption. Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1036	Customer Service Representative	Customer Service	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA salary threshold for exemption. Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1037	Customer Service Representative	Customer Service	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA salary threshold for exemption. Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1038	Customer Service Representative II	Customer Service	No	24	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1039	Customer Service Representative II	Customer Service	No	24	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1040	Customer Service Representative II	Customer Service	No	24	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1041	Customer Service Representative II	Customer Service	No	24	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1042	Customer Service Representative II	Customer Service	No	24	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1043	Customer Service Representative II	Customer Service	No	24	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1044	Customer Service Supervisor	Customer Service	No	30	Exempt	Exempt	Administrative	Yes	No PDQ was received. This classification meets the California State FLSA salary threshold for exemption. The incumbent plans, organizes, and supervises the work of assigned staff involved in the customer service operations and activities. Based on the class specification, CPS HR recommends keeping this position as exempt from FLSA overtime provisions under the Administrative category.
1045	Director of Finance and Administration	Finance	Yes	45	Exempt	Exempt	Executive	Yes	This classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent directs, plans, organizes, and controls the Finance, Accounting, Customer Service and Administrative Sections of the Agency. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Executive category.
1046	Director of Operations and Maintenance	Operations	Yes	45	Exempt	Exempt	Executive	Yes	The position in this classification meets the California State FLSA salary threshold for exemption. Per the PDQ and class specification, the incumbent plans, organizes, controls, and directs the functions, programs, operations, maintenance, and construction of the agency's potable water

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1047	Director of Technology Services	Technology Services	Yes	45	Exempt	Exempt	Executive	Yes	distribution and treatment, sanitary sewer, and recycled water systems, as well as building and grounds maintenance, emergency preparedness and safety. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Executive category. The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent directs plans, organizes, controls, and directs the IT services of the Agency. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Executive category.
1048	Director of Water Resources	Water Resources, Watersheds & Outreach	Yes	45	Exempt	Exempt	Executive	Yes	The position in this classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, controls, and directs the Water Resource Projects and Services of the Agency. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Executive category.
1049	Distribution/Mechanical Technician II	Treatment & Maintenance	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1050	Distribution/Mechanical Technician II	Treatment & Maintenance	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends this incumbent be reclassified to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1051	Distribution/Mechanical Technician II	Treatment & Maintenance	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends this incumbent be reclassified to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1052	Electrical/Instrumentation Supervisor	Treatment & Maintenance	Yes	35	Exempt	Exempt	Professional	Yes	The position in this classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, and supervises the work of assigned staff involved in treatment operations, SCADA, and distribution maintenance. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1053	Electrical/Instrumentation Technician	Treatment & Maintenance	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1054	Electrical/Instrumentation Technician	Treatment & Maintenance	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1055	Engineering Technician I	Engineering	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends this incumbent be retitled to an Assistant Engineer. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1056	Engineering Technician II	Engineering	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends this incumbent be retitled to an Assistant Engineer. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1057	Engineering Technician II	Engineering	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1058	Engineering Technician II	Engineering	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1059	Engineering Technician II	Engineering	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions.

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1060	Executive Assistant	Treatment & Maintenance	Yes	29	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1061	Facilities Maintenance Technician II	Treatment & Maintenance	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1062	Facilities Maintenance Technician II	Treatment & Maintenance	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1063	Field Customer Service Representative I	Operations	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA salary threshold for exemption. Based on the class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1064	Field Customer Service Representative I	Operations	Yes	21	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1065	Field Customer Service Representative I	Operations	Yes	21	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1066	Field Customer Service Representative I	Operations	Yes	21	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1067	Field Customer Service Representative II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1068	Field Customer Service Representative II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1069	Field Customer Service Representative II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1070	Field Customer Service Representative II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1071	Financial Analyst	Finance	Yes	32	Exempt	Exempt	Professional	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, incumbents work involves fiscal analyses and budget preparation activities and planning. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1072	Financial Analyst	Finance	Yes	32	Exempt	Exempt	Professional	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, incumbents work involves fiscal analyses and budget preparation activities and planning. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1073	GIS Supervisor/Planner	Administration	Yes	33	Exempt	Exempt	Professional	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, incumbent plans, organizes, and supervises assigned staff; the incumbent also manages projects, contracts, policy development, reviews bids, manages capital budgets and develops manuals for GIS unit. The incumbent manages the maintenance of the Agency's geographic information systems (GIS) database operations. CPS HR recommends a title change to GIS Manager. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1074	GIS/CAD Technician I	Administration	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1075	GIS/CAD Technician I	Administration	Yes	24	Non-Exempt	Exempt	Professional	Yes	The position in this classification meets the California State FLSA salary threshold for exemption. Per the PDQ, the work being performed involves a wide range of analytical and complex technical GIS functions. Duties are predominantly intellectual and require the consistent exercise of discretion and judgment. CPS HR recommends a title change to GIS Analyst. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1076	GIS/CAD Technician II	Administration	Yes	27	Non-Exempt	Exempt	Professional	Yes	The positions in this classification meets the California State FLSA salary threshold for exemption. Per the PDQ, the work being performed involves a wide range of analytical and complex technical GIS functions. Duties are predominantly intellectual and require the consistent exercise of discretion and judgment. CPS HR recommends a title change to GIS Analyst. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1077	GIS/CAD Technician II	Administration	Yes	27	Non-Exempt	Exempt	Professional	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ, the work being performed involves a wide range of analytical and complex technical GIS functions. Duties are predominantly intellectual and require the consistent exercise of discretion and judgment. CPS HR recommends a title change to GIS Analyst. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1078	Human Resources Analyst	Administration/Human Resources	Yes	30	Exempt	Exempt	Administrative	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent performs a wide range of analytical, technical, administrative and advanced clerical support. Duties include recruitment, selection, benefits administration, employee relations, classification, compensation. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category.
1079	Human Resources Analyst	Administration/Human Resources	Yes	30	Exempt	Exempt	Administrative	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent performs a wide range of analytical, technical, administrative and advanced clerical support. Duties include recruitment, selection, benefits administration, employee

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1080	Human Resources/Risk Management Supervisor	Administration	Yes	40	Exempt	Exempt	Executive	Yes	relations, classification, compensation. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category. The position in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, directs, staffs, and controls the agency's human resources program. CPS is recommending this incumbent be retitled to a Human Resources Manager. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Executive category.
1081	Information Technology Technician	Technology Services	No	27	Non-Exempt	Non-Exempt			No PDQ was received. Based on the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1082	Information Technology Technician	Technology Services	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1083	Inspector	Engineering	Yes	29	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1084	Inspector	Engineering	Yes	29	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1085	Inspector	Engineering	Yes	29	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1086	Inspector Supervisor	Engineering	Yes	36	Exempt	Exempt	Professional	Yes	The position in this classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, and supervises assigned staff involved in planning, supervising, and organizing inspection activities for the Agency and oversees other public works construction projects. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1087	Laboratory and Regulatory Affairs Supervisor	Engineering	Yes	37	Exempt	Exempt	Professional	Yes	The position in this classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent supervises staff, plans, organizes, and directs the activities and operations related to water quality laboratory and related testing functions. CPS HR has recommended this incumbent be retitled to a Water Quality Lab Manager. CPS HR recommends

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1088	Lead Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Yes	28	Exempt	Exempt	Administrative	Yes	The position in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent develops, plans, promotes, and conducts instructional and public outreach relations programs on water conservation and environmental awareness for schools; develops, schedules, and conducts workshops and facility tours. CPS HR has recommended this incumbent be retitled to a Water Education Supervisor. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category.
1089	Management Analyst	Administration	Yes	33	Exempt	Exempt	Administrative	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent performs complex duties in collection, analysis, interpretation, and reporting of data related to agency-wide policy planning and system implementation; coordinates fiscal activities to ensure adequate staffing. CPS HR has recommended this incumbent be retitled to a Management Analyst II. CPS HR recommends keeping this position exempt from

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1090	Management Analyst	Administration	Yes	33	Exempt	Exempt	Administrative	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent performs complex duties in collection, analysis, interpretation, and reporting of data related to agency-wide policy planning and system implementation; coordinates fiscal activities to ensure adequate staffing. CPS HR has recommended this incumbent be retitled to a Management Analyst II. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category.
1091	Office Assistant II	Administration	Yes	20	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. Based on the PDQ and class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1092	Operations and Maintenance Superintendent	Operations & Maintenance Superintendent	Yes	40	Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent supervises staff, plans, organizes, and directs, and manages the functions, programs, operations, maintenance, and construction, repair, and operation of the

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1093	Operations Supervisor	Operations	Yes	35	Exempt	Exempt	Professional	Yes	agency's two potable water distribution, surface water treatment plants. This incumbent has retired, and the position has been filled by Rafael Pulido. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category. The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, and supervises the work of assigned staff performing skilled and specialized duties associated with the installation, construction, maintenance, operation and repair of water treatment and distribution pumping, production, storage, and disinfection systems. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1094	Operations Supervisor	Operations	Yes	35	Exempt	Exempt	Professional	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, and supervises the work of assigned staff performing skilled and specialized duties associated with the installation, construction, maintenance, operation and repair of water treatment and distribution pumping, production, storage, and disinfection systems. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1095	Principal Engineer CIP Design	Engineering	Yes	41	Exempt	Exempt	Professional	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent is allocated to the highest-level class in the professional Engineering series. Incumbents in this class are responsible for supervising major engineering projects CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1096	Principal Engineer Distribution Design	Engineering	Yes	41	Exempt	Exempt	Professional	Yes	The positions in this classification meet the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent is allocated to the highest-level class in the professional Engineering series. Incumbents in this class are responsible for supervising major Engineering projects CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1097	Principal Water Resources Planner	Water Resources, Watersheds & Outreach	Yes	41	Exempt	Exempt	Professional	Yes	The position in this classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, directs, coordinates, and performs professional level duties associated with water resource

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1098	Production Operator I	Operations	Yes	23	Non-Exempt	Non-Exempt			planning and related studies. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category. Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician I. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1099	Production Operator I	Operations	Yes	23 Y-rated	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1100	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1101	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends

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1102	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1103	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1104	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1105	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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1106	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1107	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1108	Production Operator II	Operations	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1109	Production Operator II	Operations	Yes, but per PDQ, title changed to PO II	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Systems Technician II. CPS HR recommends keeping this position as non-

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1110	Production Supervisor	Operations	Yes	35	Exempt	Exempt	Professional	Yes	exempt from FLSA overtime provisions. This classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, trains, supervises and evaluates the work of assigned staff performing skilled and specialized duties associated with the installation, construction, maintenance, operation and repair of water treatment and distribution pumping. CPS HR has recommended this incumbent be retitled to a Water Systems Supervisor. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1111	Production Supervisor	Operations	Yes	35	Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, trains, supervises and evaluates the work of assigned staff performing skilled and specialized duties associated with the installation, construction, maintenance, operation and repair of water treatment and distribution pumping. CPS HR has recommended this incumbent be retitled to a Water Systems Supervisor. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1112	Public Affairs Specialist II	Water Resources, Watersheds & Outreach	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Senior Public Affairs Specialist. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1113	Public Information Officer	Water Resources, Watersheds & Outreach	No	39	Exempt	Exempt	Administrative	Yes	No PDQ was received. This classification meets the California State FLSA salary threshold for exemption. Per the classification specification, the incumbent plans, organizes, directs, and reviews the activities related to community outreach, public information, education programs, the Agency's website, social media, media, government/legislative affairs, and employee communications. CPS HR recommends to retitle this incumbent to Communications Manager. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category.
1114	Purchasing Coordinator	Administration	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1115	Resource Conservation Manager	Water Resources, Watersheds & Outreach	Yes	36 Y-rated	Exempt	Exempt	Administrative	Yes	This classification meets the California State FLSA salary threshold for exemption. Per the classification specification, the incumbent plans, organizes, and directs the activities and operations of the Agency's water

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1116	Safety Officer	Safety	Yes	32	Non-Exempt	Exempt	Administrative	Yes	resource conservation program and develops the conservation budget. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category. This classification meets the California State FLSA salary threshold for exemption. Per the classification specification, the incumbent plans, organizes, and supervises the work of assigned staff involved in the agency's safety programs. CPS HR recommends to retitle this incumbent an Environmental Health & Safety Supervisor. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category.
1117	Safety Specialist	Safety	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR has recommended this incumbent be retitled to a Safety Specialist II. Based on the PDQ and class specification, CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1118	Senior Accountant	Finance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1119	Senior Accountant	Finance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1120	Senior Accounting Technician	Finance	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be reclassified to a Payroll Specialist. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1121	Senior Accounting Technician	Finance	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1122	Senior Distribution/Mechanical Technician	Treatment & Maintenance	No	31	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be reclassified to a Senior Water Systems Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1123	Senior Distribution/Mechanical Technician	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be reclassified to a Senior Water Systems Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1124	Senior Distribution/Mechanical Technician	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be reclassified to a Senior Water Systems Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1125	Senior Electrical Technician	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1126	Senior Electrical Technician	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1127	Senior Electrical Technician	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1128	Senior Electrical Technician	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1129	Senior Engineer	Engineering	No	38	Exempt	Exempt	Professional	Yes	No PDQ was received. This classification meets the California State FLSA salary threshold for exemption. Per the classification specification, the incumbent coordinates, oversees, and performs a variety of professional engineering work in connection with the design and surveying of agency projects. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1130	Senior Engineer	Engineering	Yes	38	Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. Per the classification specification, the incumbent coordinates, oversees, and performs a variety of professional engineering work in connection with the design and surveying of agency projects. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1131	Senior Facilities Maintenance Technician	Treatment & Maintenance	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1132	Senior Field Customer Service Representative	Operations	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1133	Senior Field Customer Service Representative	Operations	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1134	Senior Information Technology Technician	Administration	Yes	30	Non-Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. The incumbent supervises and evaluates IT staff and also prepares and provides technology cost estimates for budgets. CPS HR has recommended this incumbent be retitled to a IT Supervisor. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.
1135	Senior Information Technology Technician	Technology Services	Yes	30	Non-Exempt	Exempt	Professional-Computer	Yes	This classification meets the California State FLSA salary threshold for exemption. Per the PDQ, the incumbent oversees and implements highly technical information technology functions including database management, applications support and development. CPS HR has recommended this incumbent be retitled to an IT Specialist. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional-Computer category.
1136	Senior Inspector	Engineering	Yes	34	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1137	Senior Instrumentation Technician	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1138	Senior Management Analyst	Administration	Yes	36	Exempt	Exempt	Administrative	Yes	This classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent performs a full range of complex, responsible, and varied professional, analytical, financial, systems statistical, programmatic, management, and other administrative analysis duties in providing responsible staff support to an Agency department, office, and/or program area. The incumbent provides work direction to subordinate analysts. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Administrative category.
1139	Senior Production Operator	Operations	No	29	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Senior Water Systems Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1140	Senior Production Operator	Operations	Yes	29	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1141	Senior Production Operator	Operations	Yes	29	Non-Exempt	Non-Exempt			retitled to a Senior Water Systems Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions. Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Senior Water Systems Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1142	Senior Treatment Plant Operator	Treatment & Maintenance	No	33	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1143	Senior Treatment Plant Operator	Treatment & Maintenance	No	33	Non-Exempt	Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Treatment Manager. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1144	Senior Treatment Plant Operator	Treatment & Maintenance	Yes	33	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1145	Senior Treatment Plant Operator	Treatment & Maintenance	Yes	33	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1146	Senior Treatment Plant Operator	Treatment & Maintenance	Yes	33	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1147	Senior Utility Worker	Operations	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1148	Senior Utility Worker	Operations	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1149	Senior Utility Worker	Operations	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1150	Senior Utility Worker	Operations	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1151	Senior Utility Worker	Operations	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1152	Senior Utility Worker	Operations	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1153	Treatment Plant Operator II	Treatment & Maintenance	No	31	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1154	Treatment Plant Operator II	Treatment & Maintenance	No	31	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1155	Treatment Plant Operator II	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1156	Treatment Plant Operator II	Treatment & Maintenance	Yes	31	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1157	Utility Worker I	Operations	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA

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1158	Utility Worker I	Operations	No	21	Non-Exempt	Non-Exempt			salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1150	Utility Worker I	Operations	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1160	Utility Worker I	Operations	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1161	Utility Worker I	Operations	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1162	Utility Worker I	Operations	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1163	Utility Worker I	Operations	No	21	Non-Exempt	Non-Exempt			No PDQ was received. The positions in this classification do not meet California State FLSA

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1164	Utility Worker I	Operations	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1165	Utility Worker I	Operations	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1166	Utility Worker I	Operations	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1167	Utility Worker I	Operations	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1168	Utility Worker I	Operations	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions
1169	Utility Worker I	Operations	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1170	Utility Worker I	Operations	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1171	Utility Worker I	Operations	Yes	21	Non-Exempt	Non-Exempt			The positions in this classification do not meet California State FLSA salary threshold for exemption. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1172	Utility Worker II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1173	Utility Worker II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1174	Utility Worker II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1175	Utility Worker II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1176	Utility Worker II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1177	Utility Worker II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1178	Utility Worker II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1179	Utility Worker II	Operations	Yes	24	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1180	Warehouse Technician	Operations	Yes	23	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be reclassified to a Purchasing & Warehouse Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1181	Warehouse Technician	Operations	Yes	23	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1182	Warehouse Technician	Operations	Yes	23	Non-Exempt	Non-Exempt			recommended this incumbent be retitled to a Purchasing & Warehouse Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions. Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Purchasing & Warehouse Technician. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1183	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1184	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1185	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1186	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.

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1187	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Yes	26	Non-Exempt	Non-Exempt			as non-exempt from FLSA overtime provisions. Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1188	Water Conservation Education Specialist	Water Resources, Watersheds & Outreach	Yes	26	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1189	Water Conservation Specialist I	Water Resources, Watersheds & Outreach	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1190	Water Conservation Specialist I	Water Resources, Watersheds & Outreach	Yes	27	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1191	Water Conservation Specialist II	Water Resources, Watersheds & Outreach	Yes	30	Exempt	Exempt	Professional	Yes	This classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent analyzes residential and non-residential customer water use; performs various compliance inspections; conducts consultations, water audits, and inspections for a variety of agency

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1192	Water Quality Distribution Technician	Operations	Yes	23	Non-Exempt	Non-Exempt			customers. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category. Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Quality Technician I. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1193	Water Quality Distribution Technician	Operations	Yes	23	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Quality Technician I. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1194	Water Quality Distribution Technician	Operations	Yes	23	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Quality Technician I. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1195	Water Quality Distribution Technician	Operations	Yes	23	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Quality Technician I. CPS HR recommends

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1196	Water Quality Scientist II	Engineering	Yes	32	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1197	Water Quality Scientist II	Engineering	Yes	32	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1198	Water Quality Scientist II	Engineering	Yes	32	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1199	Water Quality Specialist	Operations	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1200	Water Quality Specialist	Operations	Yes	28	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.
1201	Water Quality Technician	Engineering	Yes	25	Non-Exempt	Non-Exempt			Per the PDQ and class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions.

Santa Clarita Valley Water Agency
Final Classification Study Report

EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1202	Water Quality/Reg Compliance Supervisor	Operations	Yes	35	Exempt	Exempt	Professional	Yes	<p>overtime provisions. CPS HR has recommended this incumbent be retitled to a Water Quality Scientist I. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions.</p> <p>This classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes and supervises the work of assigned staff involved in the Agency's distribution system potable water quality. CPS HR has recommended this incumbent be retitled to a Water Quality Supervisor. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.</p>
1203	Water Utility Foreman	Operations	Yes	30 Y-rated recent change to supervisory or	Non-Exempt	Exempt	Administrative	Yes	<p>This classification meets the California State FLSA salary threshold for exemption. Per the PDQ and classification specification, the incumbent plans, organizes, and supervises the work of assigned staff performing skilled and manual duties related to reading meters, recording water consumption and maintaining/repairing water meter equipment. CPS HR is recommending this incumbent be retitled to a Field Services Supervisor. CPS HR recommends keeping this position exempt from FLSA overtime provisions under the Professional category.</p>
1204	Water Utility Foreman	Operations	No	30	Non-Exempt	Non-Exempt			No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests

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EE#	Current Classification	Department/ Location	PDQ (Yes/No)	Current Salary Range	Current FLSA Status	Recommended FLSA Status	FLSA Classification	If Exempt, Meets FLSA Threshold	Rationale Comment
1205	Water Utility Foreman	Operations	No	30	Non-Exempt	Non-Exempt			<p>from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions. CPS HR suggests an alternate title to replace "Water Utility Foreman" with a more gender-neutral title such as Lead Utility Worker.</p> <p>No PDQ was received. Per the class specification this incumbent does not meet any exemptions tests from FLSA overtime provisions. CPS HR recommends keeping this position as non-exempt from FLSA overtime provisions. CPS HR suggests an alternate title to replace "Water Utility Foreman" with a more gender-neutral title such as Lead Utility Worker.</p>

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Santa Clarita Valley Water Agency

Final Base Compensation Report

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I. Introduction

CPS HR Consulting (CPS HR) was retained by Santa Clarita Valley Water Agency (SCVWA) to conduct a base compensation study. The objective of the study was to determine the competitiveness of SCVWA's base salary in the labor market. To achieve this, a labor market of twelve (12) comparable agencies and forty (40) benchmark classifications was established in order to collect and analyze base salary.

This final base compensation report contains the project scope and work plan, describes the methodologies utilized in data collection and analysis, and provides the base compensation results for all survey classifications. All salary and benefit data represented is on or before May 1, 2020.

Agency-wide and classification specific results are summarized in Section IV of this report. Survey results for each classification are presented in [Appendix A](#).

II. Project Scope and Work Plan

To complete the base compensation study, CPS HR Project Team completed the following tasks:

- Reviewed SCVWA’s background materials including classification specifications, salary schedules, and organizational charts.
- Developed a data collection method and survey instrument.
- Received confirmation from SCVWA regarding the twelve (12) labor market agencies and forty (40) benchmark classifications to be surveyed.
- Determined that the most expeditious way of obtaining data was to gather as much information as possible from online sources and then follow-up with the surveyed agency to validate data and complete missing information.
- Researched salary data from the respective public and private labor market agencies, including salary schedules, classification specifications, organizational charts, budgets, and position control documents where available. The CPS HR Project Team followed through with labor market agencies to request further information or clarification on job matching levels.
- Conducted a virtual walk-through with the SCVW Agency internal project team on May 28, 2020 to explain in more detail the Mercer 3rd party report process including what would be needed to start the process, SCVWA role/responsibilities, CPS HR role in interpreting the results, number of modules needed to be purchased directly by SCVWA, estimated cost and overall anticipated timeline. CPS HR shared an example of what a Mercer report and data collected. SCVWA decided to use the ERI reports instead of proceeding further with the Mercer report.
- Prepared and sent the draft salary survey summary and individual salary survey datasheets for each individual benchmark to SCVWA on July 31, 2020 for review and feedback with regard to the job matches.
- Reviewed SCVWA Executive Committee feedback regarding job matches. CPS HR revised some job matches and also conducted follow-up meetings with some individual SCVWA Executive Committee members to address specific feedback regarding the job matches during August 2020.
- Prepared a comparison benefits summary.
- Conducted a salary survey for select benchmark classifications using the Economic Research Institute (ERI) to survey private water utilities industry salaries and also diversified industry salaries in Los Angeles County.
- Prepared and uploaded a copy of the draft base compensation report to the Microsoft Teams Collaborative site for SCVWA review and comment on September 15, 2020.
- Delivered a power point presentation to the SCVWA Executive Team explaining the overview of the base compensation report on September 22, 2020.

- Prepared and uploaded a copy of the final base compensation report to the Microsoft Teams Collaborative site on September 30, 2020.
- Provided and presented a final base compensation study report to the SCV Water Agency Finance & Administration committee on October 18, 2020.
- Reviewed and addressed feedback from the SCV Water Agency Finance & Administration committee and incorporated minor changes into the revised final base compensation study report.
- Prepared and uploaded a copy of the revised final base compensation report to the Microsoft Teams Collaborative site on November 2, 2020.
- Provided and presented a final base compensation study report to the SCV Water Agency Finance & Administration committee on November 16, 2020.

III. Compensation Study Parameters

The first step in conducting a base compensation survey is to determine the basic parameters for the survey. These parameters included:

- Labor Market Position
- Labor market agencies (comparable agencies)
- Survey classifications (benchmark classifications)
- Survey scope

Labor Market Position

CPS HR provides a labor market data analysis based on the “median” of the market. The labor market median, which is described as the “middle” of the market, is the data point at which half of the complete range of data (excluding SCVWA data) is higher, and half of the complete range of data (excluding SCVWA data) is lower. The median is a common market position, particularly in smaller data sets, because the data is less likely to be skewed by high and low payers in the market. There are three labor market positions: Lead the market, meet the market, and lag the market. Leading the market is aligning your pay parameters and positions your pay parameters higher than the market (i.e. 60th percentile or 70th percentile); Lagging the market would be positioning your pay parameters below the market (i.e. 40th percentile); Meeting the market is positioning your pay parameters at the median of the market.

Labor Market Agencies

The agencies surveyed comprise the twelve (12) labor market agencies for all forty (40) classifications surveyed; the final labor market agencies are listed below. The labor market agencies were selected by SCVWA. The final labor market included:

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) and*

Golden State Water Company. San Gabriel Water Company did provide some information but was deemed insufficient to fully validate the job matches and confirm the base minimum/maximum salaries.

Survey Classifications

The survey benchmark classifications for the study are presented below:

- 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

Survey Data Collection Scope

Comparable Classifications – Classification Matching

When conducting a salary survey, the intent is to provide general market trends by comparing the span of control, duties and responsibilities, knowledge, and skill and ability requirements to determine whether these are comparable enough to utilize as a match. With a balanced labor market and the use of whole job analysis, it is reasonable to assume that while some matches will have slightly higher responsibilities and some matches will have slightly lower responsibilities, the overall scope of duties and responsibilities of the combined matches will be balanced.

In the process of matching comparable classifications from other agencies, CPS HR does not only rely on classification specifications. CPS HR references position control documents, where available, to specifically identify which classification, and level of classification, perform the duties of SCVWA's classifications. This is particularly relevant to non-supervisory, non-management classifications where there are multi-level classifications within the series matched from the other agencies. In addition, budgets or other fiscal tools facilitating series progression through multiple levels may provide greater flexibility in the use of the classification structure than is evident in the content of the classification specification. To the extent possible, CPS HR identifies the operational use of a classification in determining whether it is a comparable job match.

Comparable Classifications – Required Number of Comparable Classifications

CPS HR’s best practice is that benchmark positions must have a minimum of three (3) classification matches to be analyzed. In most studies, it is common to have some classes for which limited market data exists.

There are many reasons a benchmark class may not have enough comparable data including:

- Differences in the delivery of services
- Differences in span of control
- Differences in organizational structure
- Differences in operational size
- The classification is not commonly found in other agencies
- Agency does not provide that service

Labor Market Data Collected

CPS HR collected base salary in the labor market. Salary data collected includes minimum, midpoint, and maximum of the labor market range. When measuring the market, the goal is to identify an agency’s competitive position in the labor market to attract and retain talent, in addition to promoting internal equity.

The data collected for the study is presented in Table 1.

Table 1: Compensation Data Collected

Benefit or Pay Practice	Description
Comparable Classification Title	<p>CPS HR matched SCVWA’s benchmark classifications to those in the labor market agencies.</p> <p>The methods used by CPS HR for matching classifications is discussed in the previous section.</p> <p>The term “No Comparable Class” is used when CPS HR did not find a comparable classification within an agency to a specific benchmark classification. No compensation data will be presented for the benchmark classification for that agency. The term “Data Not Available” is used when CPS HR did find a comparable classification, but it is either unfunded or no salary could be obtained.</p>
Minimum and Maximum Base Salary	The minimum and maximum <i>monthly</i> base salary. Where salary range was not available.

IV. Survey Results

Compensation Results

- SCVWA’s overall position within the labor market, and the averages for each classification, are presented in Appendix A. The designation of “No Comparable Classification” is used if an agency reported no comparable classification, if a review of the duties and responsibilities assigned to the classification indicated that it was not comparable, or if the duties were significantly split among more than a single classification. The designation of “Data Not Available” indicates a match was identified but salary could not be obtained.
- SCVWA’s overall position within the ERI labor market for “All Diversified”, “Private Water Utilities” and combined labor markets are presented in Appendix C.
- It is important to note, that CPS HR did not blend the two salary survey data summaries (Labor Market & ERI) together to make salary recommendations. The salary range recommendations were made based on the data compiled from the comparable labor market survey.
- CPS HR was not able to use data in the PUC report that was referenced during the October 19, 2020 Finance & Administration Committee meeting due to the lack of our ability to validate job descriptions, salary schedules, and position allocations. In addition, the PUC report does contain data on all of the SCVWA benchmark classifications.

Labor Market Position by Classification

This section provides a summary of SCVWA’s position within the labor market by classification.

The following information for each benchmark classification with sufficient (three or more) comparable classifications:

- SCVWA’s classification title
- Number of comparable classifications or job matches in the labor market
- SCVWA’s maximum monthly base salary for the survey classification
- The labor market median (middle point) and mean (average) monthly maximum base salary which is calculated using the maximum monthly salary for each of the comparable classes; that range of data is then computed to provide the median or mean amount.
- The percentage SCVWA’s maximum monthly base salary is above or below the median and mean of the labor market; this number indicates what percentage of SCVWA’s salary is required to move it up or down to the market median or mean.

Table 2: SCVWA Percent (%) Above/Below Labor Market Medians Listed by Classification

Classification Title	# of Matches	SCVWA Base Salary			Labor Market Base Salary			Market Variance		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
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%
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%

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Classification Title	# of Matches	SCVWA Base Salary			Labor Market Base Salary			Market Variance		
		Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Variance from Minimum	Variance from Midpoint	Variance from Maximum
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.

Labor Market Position

The data included in this report reflects that overall, SCVWA is below in the labor market for many of the benchmark classification surveyed based on aggregate results for base salary; however, some classifications are below the labor market median and mean. The percentage in the labor market varies based on whether the reference is the market mean (average) or market median (mid-point). When looking at the median, the SCVWA is trending below the market by -2.61% for base salary. When looking at the mean, the SCVWA is trending below the market by -4.42% for base salary. The market median tends to be a more stable representation of trends in the market since it eliminates high and low payers which can skew data and outcomes. For this reason, CPS HR's methodology is to use the market median for compensation considerations. The salary survey summary table above shows that 19 benchmarks were found to be below the labor market median, 4 benchmarks were found to be above the labor market median, and 17 benchmarks were at the market median (within 5% above or below the labor market).

V. Summary of Benefits Tables

In addition to the base salary, CPS HR presents additional benefit summary information in tables below. Overall, SCVWA 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.

Table 1: Employer Contributions to Defined Benefit Retirement Plans and FICA

Agency	Defined Benefit Retirement Plan			FICA ¹ Medicare 1.45% Social Security 6.20%	
	Plan	Employer Normal Cost Rate (Blended) ²	Type/Tier		Benefit Formula
Santa Clarita Valley Water Agency	CalPERS	10.868	Classic PEPRA	2.0%@55 2.0%@62	Medicare only
Burbank Water and Power (City of Burbank)	CalPERS	9.688%	Classic PEPRA	2.5%@55 2.0%@62	Medicare only
Calleguas Municipal Water District	CalPERS	9.680%	Classic PEPRA	2.0%@55 2.0%@62	Medicare and Social Security
Cucamonga Valley Water District	CalPERS	9.756%	Classic Classic PEPRA	2.0%@55 2.0%@60 2.0%@62	Medicare only
Eastern Municipal Water District	CalPERS	9.538%	Classic Classic PEPRA	2.5%@55 2.0%@55 2.0%@62	Medicare only
Glendale Water & Power (City of Glendale)	CalPERS	9.535%	Classic Classic PEPRA	2.5%@55 2.0%@55 2.0%@62	Medicare only
Irvine Ranch Water District	CalPERS	8.480%	Classic Classic	2.5%@55 2.0%@60	Medicare only

¹ Federal Insurance Contributions Act (FICA) is a United States federal payroll contribution of both employees and employers to fund Social Security and Medicare. State and local government employees may be covered for social security and Medicare either by mandatory coverage, or under a Section 218 Agreement between the state and the Social Security Administration. Under some circumstances, an employee may be excluded from social security or Medicare (uncommon practice), or both.

² "Blended" indicates that the employer's normal cost is presented as an aggregate of multiple groups/tiers in the actuarial valuation.

Agency	Defined Benefit Retirement Plan				FICA ¹ Medicare 1.45% Social Security 6.20%
	Plan	Employer Normal Cost Rate (Blended) ²	Type/Tier	Benefit Formula	
			PEPRA	2.0%@62	
Las Virgenes Municipal Water District	CalPERS	9.835%	Classic PEPRA	2.0%@55 2.0%@62	Tier 1 Medicare and Social Security; Tier 2 and PEPRA Medicare only
Los Angeles Department of Water & Power (City of Los Angeles)	37 ACT LACERS	6.38%	Varies based on age at retirement and years of service	Varies based on age at retirement and years of service	Medicare only
Metropolitan Water District of Southern California	CalPERS	9.006%	Classic PEPRA	2.0%@55 2.0%@62	Medicare only
Torrance Municipal Water (City of Torrance)	CalPERS	8.942%	Classic PEPRA	2.0%@55 2.0%@62	Tiers 1, 3, and 5 Medicare and Social Security; Tiers 2 and 4 Medicare only

Table 2: Employer Contributions to Deferred and Defined Benefit Plans

Agency	Plan Type(s)	Monthly Employer Non-Matching Contribution	Monthly Employer Matching Contribution
Santa Clarita Valley Water Agency	457 401(a)	--	50% of the 1 st 6% (up to 3%)
Burbank Water and Power	457	--	\$54.17/month
BCEA	457	--	Classic: \$30/pay period; New: ½ up to 2%
IBEW	457	--	\$75/month
BMA	457	--	\$75/month
Unrepresented-Mid Management	457	--	--
Calleguas Municipal Water District	457	--	--
Cucamonga Valley Water District	457	--	--
Eastern Municipal Water District	457 401a	--	4% (5% for PEPRAs members)
Glendale Water & Power (City of Glendale)	457 401a, 457	7.15% of the employee's first \$16,500 annual earnings, up to \$1,179.75/year	--
IBEW, General (GCEA)	457	--	--
Mgmt.	401a, 457	--	--
Invine Ranch Water District	457	1%	3% after 1 year of service
General	457	--	Matching to 401a for 24 pay periods max \$480
Las Virgenes Municipal Water District	457, 401a	--	Matching to 401a for 24 pay periods max \$480
General (SEIU)	457, 401a	--	Matching to 401a for 24 pay periods max \$480
Sup, Prof, Conf	457, 401a	--	Matching to 401a for 24 pay periods max \$480

Agency	Plan Type(s)	Monthly Employer Non-Matching Contribution	Monthly Employer Matching Contribution
Mgmt.	457, 401a 457, 401a	-- --	Greater of \$104 or 3%/pay period to 457 AND 3% matching to 401a Greater of \$125 or 3%/pay period to 457 AND 3% matching to 401a
Los Angeles Department of Water & Power (City of Los Angeles) ³	Did Not Respond	Did Not Respond	Did Not Respond
Metropolitan Water District of Southern California	457, 401k, 414h	--	4.5%
Torrance Municipal Water (City of Torrance)	457 or 401a	Upon 1 year of service \$33.33 \$20.00 --	-- -- 0.5%

³ The Los Angeles Department of Water and Power offers benefits separate than the City of Los Angeles, multiple attempts were made to the Los Angeles Department of Water and Power to gather benefit information, including a Public Information Act (PRA) Request. To date, the Los Angeles Department of Water did not respond to these requests for information.

Table 3: Employer Contributions to Health Insurance Plans⁴

Agency Employee Group	Monthly Employer Contribution			
	Cafeteria/Flex	Medical	Dental	Vision
Santa Clarita Valley Water Agency	--	90% of highest PPO	100% of Premium	100% of Premium
Burbank Water and Power <i>BCEA/IBEW/BMA</i>	--	\$300 \$350	\$115	\$16.83
<i>Unrepresented-Mid Management</i>	--	\$2460.87	\$122.90	\$21.18
Calleguas Municipal Water District	--	\$1,563.03	\$134.95	\$26.02
Cucamonga Valley Water District	--	\$1,911	\$130.04	\$19.31
Eastern Municipal Water District	--			
Glendale Water & Power (City of Glendale)	--	Mgmt Assoc (GMA) \$1682.68 IBEW \$1485.35 General (GCEA) \$1513.96	\$112.27	\$26.73
Irvine Ranch Water District	--	90% of highest PPO	100% of Premium	100% of Premium
Las Virgenes Municipal Water District	--	\$1,710.54	\$158.38	\$5.00
Los Angeles Department of Water & Power (City of Los Angeles)	Did Not Respond	Did Not Respond	Did Not Respond	Did Not Respond
Metropolitan Water District of Southern California	--	100% of Premium	100% of Premium	100% of Premium
Torrance Municipal Water (City of Torrance)	--	\$1470.96	\$76.44	\$3.33

⁴ Rates reflect the monthly maximum employer contribution to plans covering the employee plus two or more dependents.

Table 4: Employer-Paid Life Insurance/AD&D Policy

Agency	Life Insurance/AD&D
Santa Clarita Valley Water Agency	ER paid policy
Burbank Water and Power <i>BCEA/IBEW/BMA/Unrepresented-Mid Management</i>	ER paid policy
Calleguas Municipal Water District	ER paid policy
Cucamonga Valley Water District	ER paid policy
Eastern Municipal Water District	ER paid policy
Glendale Water & Power (City of Glendale)	ER paid policy for Mgmt. only
Irvine Ranch Water District	ER paid policy
Las Virgenes Municipal Water District	ER paid policy
Los Angeles Department of Water & Power (City of Los Angeles)	Did Not Respond
Metropolitan Water District of Southern California	ER paid policy
Torrance Municipal Water (City of Torrance)	ER paid policy

Table 5: Paid Time Off Policies – Vacation/Annual Leave

Agency Employee Group	Paid Leave Type	Year 1 Accrual		Max Accrual Year	
		Annual Accrual Hours	Maximum Accrual Hours	Annual Accrual Annual Hours	Maximum Accrual Hours
Santa Clarita Valley Water Agency	Vacation	80	200	160	400
Burbank Water and Power					
BCEA	Vacation	80	240	160	480
IBEW	Vacation	174	240	284	480
BMA	Universal	154	1200	234	1200
<i>Unrepresented-Mid Management</i>	Vacation	194	1040	274	1040
Calleguas Municipal Water District	Annual	96	480*	176@21 years	480*
Cucamonga Valley Water District	Vacation	80	200	240@21 years	200
Eastern Municipal Water District	Annual	176	675	256@11 years	675
Glendale Water & Power (City of Glendale)					
IBEW, General (GCEA)	Vacation	80	240	160@15 years	480
Mgmt.		80	360	160@15 years	640
Irvine Ranch Water District					
General Supervisors	Vacation	80	Did Not Respond	160@10 years 200@20 years	Did Not Respond
Las Virgenes Municipal Water District					
General (SEIU)	Vacation	104	288	168@25 years	288
Sup, Prof, Conf, Mgmt.		104	311	168@25 years	311
Los Angeles Department of Water & Power (City of Los Angeles)	Paid Time Off	--	--	160	Did Not Respond
Metropolitan Water District of Southern California	Annual	80	475	200@24 years	475

Agency Employee Group	Paid Leave Type	Year 1 Accrual		Max Accrual Year	
		Annual Accrual Hours	Maximum Accrual Hours	Annual Accrual Annual Hours	Maximum Accrual Hours
Torrance Municipal Water (City of Torrance) <i>Municipal EEs General (TCEA) Prof/Sup, Unrep Exec/Mgmt. Engineers</i>	Vacation	112	336	216@25 years	648
		104	500	208@25 years	500
		104	500	216@25 years	500
		112	500	216@25 years	500
		79	237	240@25 years	Over 200 requires Dept Head approval

* Calleguas Municipal Water District's maximum accrual of 480 hours includes compensatory time off

Table 6: Paid Time Off Policies – Sick Leave and Holidays

Agency Employee Group	Sick Leave		Holidays	Floating Holidays
	Annual Accrual Hours	Maximum Carryover Hours		
Santa Clarita Valley Water Agency	96	480	10	2
Burbank Water and Power <i>BCEA IBEW</i>	96 96 n/a	No max No max n/a	10.5 10.5 10	2 26-36 hrs. n/a
<i>BMA, Unrepresented Mid Management</i>	96	No max	10	2
Calleguas Municipal Water District	96	No max	10	3
Cucamonga Valley Water District	96	No max	10	2
Eastern Municipal Water District	None, Annual Leave	--	10	
Glendale Water & Power (City of Glendale)	96	No max	10	3.25
Invine Ranch Water District	96	No max	11	1
Las Virgenes Municipal Water District	96	No max	<i>General 12 Sup, Prof, Conf, Mgmt. 11</i>	--
Los Angeles Department of Water & Power (City of Los Angeles)	Did Not Respond	Did Not Respond	11	2
Metropolitan Water District of Southern California	96	1000	14	3 "Personal Leave"
Torrance Municipal Water (City of Torrance)	72	600	13	--

VII. Next Steps

This final report provides detailed information concerning the scope of the project, the methodology used to complete the base compensation calculations, as well as the results of the study that show where the SCVWA is positioned in comparison to the labor market. SCVWA should consider its competitive position in the labor market and the ability to recruit, retain, and reward employees immediately and long-term.

CPS HR has provided pay equity/salary range recommendations for the benchmark classifications based on the labor market median for maximum salary. In preparing this base compensation report, CPS HR has expanded our salary recommendations to include all Agency classifications, not just those that were surveyed as benchmarks. CPS HR identified any misalignments and proposed grade changes to maintain the proper internal relationship between levels. If misalignment was found, CPS HR re-graded jobs by balancing both external and internal factors to maintain appropriate relationships between jobs and within job families, functional groups, and/or levels within a classification series. This was done by carefully analyzing the vertical job family relationships prior to the labor market adjustments and assigning salary grade levels for the non-benchmarked classes that retained similar relationships where possible. If salary compaction was identified, internal equity was factored into a pay grade recommendation and CPS HR proposed an appropriate grade regardless of the labor market findings.

Implementation of Program

SCVWA will be positioned to consider an implementation strategy based on the base compensation study results reflected in this report. Implementation of salary grade recommendations is highly dependent on further discussion internally by SCVWA about the agency's financial climate and the sustainability of any adjustments to salary ranges. Some factors to consider are compounded labor costs associated with benefits plans and employer contributions, initial placement of employees within revised salary ranges, a written policy for movement of employees through the salary ranges over time (e.g., annual performance evaluations and percentage of increase), and overall fiscal impact of implementation today and in the future.

With respect to the implementation of a program, we believe it is important to consider the impact of salary range changes both on SCVWA financial resources and the well-being of employees. In order to ease the burden on both, we suggest the following:

- SCVWA should consider approving the study with an implementation plan which extends over a reasonable period of time for those employees whose pay rates are found to be significantly below labor market. It is quite common for public sector organizations to consider an implementation period of a few years in order to ease the financial burden in any given year. This requires agreeing on an implementation plan based on priority level of classifications that are lagging in the labor market based on the results of this study.

- As the first step, we recommend applying market adjustment to all employees. The, as a second step, we recommend bringing each employee's pay rate to the nearest step of the pay grade within the new pay structure. The third step would be reviewing employees' pay rates who are significantly below the labor market and addressing these in the future budget cycles.
- Our recommended market pay increase will equal to 3%, which is consistent with Employers Cost Index, published by BLS DOL annually.

It is highly suggested that no employee should be reduced in salary as a result of the study. Our recommendations typically do not place classes at lower levels even in cases where the market survey suggests difficulty. However, one incumbent is recommended to be Y-rated.

If SCVWA chooses to lower these salary ranges, the concept of Y-Rating has been frequently used by the public sector. Under this plan, employees would be moved to the new range and, assuming they are currently paid above the range maximum, their salaries would be frozen for as long as it takes for the salary range to catch up to the current pay level. Variations on the Y-Rating theme are also utilized. A modified Y-Rating would provide for a portion of the increase to be given to the employee. This has the effect of lengthening the "catch up" time while providing at least some salary increase for employees.

There has been considerable time and effort invested in preparing class descriptions and in determining the relative value of each benchmark and total number of classifications in the overall salary structure of SCVWA. We suggest that this program be continued and maintained on a regular basis.

Should you require any further information or have questions and comments with respect to this final report, please do not hesitate to contact Suzanne Ansari, Senior HR Consultant at 657.204.4008 or via email at sansari@cpsshr.us.

Appendix A: Salary Survey Data sheets



Client Benchmark: Accountant

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	Accountant	\$6,070.00	\$6,733.00	\$7,395.00	21.85%
Burbank Water and Power	Accountant	\$5,031.78	\$5,984.08	\$6,936.37	37.85%
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Accountant	\$5,606.16	\$6,446.92	\$7,287.67	29.99%
Eastern Municipal Water District	Accountant II	\$6,408.13	\$7,182.07	\$7,956.00	24.15%
Glendale Water and Power	Accountant II	\$5,363.26	\$6,790.75	\$8,218.23	53.23%
Irvine Ranch Water District	Accountant	\$5,478.00	\$6,636.00	\$7,794.00	42.28%
Las Virgenes Municipal Water District	Accountant	\$6,787.73	\$7,806.07	\$8,824.40	30.01%
Los Angeles Department of Water and Power	Utility Accountant	\$6,894.00	\$8,068.50	\$9,243.00	34.07%
Metropolitan Water District of Southern California	Accountant	\$5,685.00	\$6,581.50	\$7,478.00	31.54%
Torrance Municipal Water	Accountant	\$5,200.00	\$6,256.47	\$7,312.93	40.63%

Total Matches	
Base Salary Medians (Min, Mid, Max)	\$5,606.16 \$6,636.00 \$7,794.00 34.07%
Base Salary Means (Min, Mid, Max)	\$5,828.23 \$6,861.37 \$7,894.51 35.97%
Percentage Needed to Reach LM Median*	-7.64%
Percentage Needed to Reach LM Mean*	At Market
Additional Percentile (or Control Point)	1.91%
	6.74%

*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

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Administrative Technician

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	Administrative Technician	\$5,245.00	\$5,817.50	\$6,390.00	21.83%
Burbank Water and Power	Administrative Technician	\$5,207.56	\$6,027.76	\$6,847.95	31.50%
Calleguas Municipal Water District	Senior Administrative Assistant	\$4,556.28	\$5,315.66	\$6,075.03	33.33%
Cucamonga Valley Water District	Administrative Assistant II	\$4,509.00	\$5,185.00	\$5,861.00	29.98%
Eastern Municipal Water District	No Comparable Class				
Glendale Water and Power	Administrative Associate	\$3,872.23	\$4,906.39	\$5,940.54	53.41%
Inyone Ranch Water District	Administrative Assistant	\$5,818.00	\$7,047.00	\$8,276.00	42.25%
Las Virgenes Municipal Water District	Administrative Assistant	\$5,731.27	\$6,643.87	\$7,556.47	37.88%
Los Angeles Department of Water and Power	Senior Administrative Clerk	\$4,999.00	\$5,781.00	\$6,563.00	31.29%
Metropolitan Water District of Southern California	Administrative Assistant III	\$5,843.00	\$6,762.50	\$7,682.00	31.47%
Torrance Municipal Water	Administrative Assistant	\$3,813.33	\$4,286.53	\$4,759.73	24.82%

Total Matches	
Base Salary Medians (Min, Mid, Max)	\$4,818.67
Base Salary Means (Min, Mid, Max)	\$4,826.34
Percentage Needed to Reach LM Median*	-8.13%
Percentage Needed to Reach LM Mean*	At Market
Additional Percentile (or Control Point)	At Market

*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.

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Assistant General Manager

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	Assistant General Manager	\$16,107.00	\$17,866.00	\$19,625.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Assistant General Manager	\$14,792.56	\$17,011.50	\$19,230.44	30.00%
Eastern Municipal Water District	Deputy General Manager	\$19,524.27	\$21,918.00	\$24,311.73	24.52%
Glendale Water and Power	Chief Assistant General Manager/Water Services	\$12,354.75	\$15,162.88	\$17,971.00	45.46%
Invine Ranch Water District	No Comparable Class				
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	Assistant General Manager-Water And Power (Water)	\$18,546.00	\$22,302.50	\$26,059.00	40.51%
Metropolitan Water District of Southern California	No Comparable Class				
Torrance Municipal Water	No Comparable Class				

Total Matches	
Base Salary Medians (Min, Mid, Max)	\$16,669.28 \$19,464.75 \$21,771.09
Base Salary Means (Min, Mid, Max)	\$16,304.40 \$19,098.72 \$21,893.04
Percentage Needed to Reach LM Median*	3.49%
Percentage Needed to Reach LM Mean*	1.23%
Additional Percentile (or Control Point)	6.90%

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA 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.
 *If Burbank No Comparable Class, BWP has multiple positions at this level overseeing major department. No one that is at a higher level than the others.
 *If Calleguas No Comparable Class, there is only a General Manager and there is a Acting General Manager but it housed with engineering and the job duties differ.
 *If Metropolitan No Comparable Class, the AGM over Water Resources in MWD is also directly over operations which is a broader role. The AGM title in MWD is not a single position but multiple "chiefs".

DEFINITIONS:

- Base Salary: All data represented as Monthly based on agreed upon effective date
- Minimum: Minimum represents the minimum of a pay range as reported by the surveyed agency
- Midpoint: Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
- Maximum: Maximum represents the maximum of a pay range as reported by the surveyed agency
- Range Bandwidth: Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
- Base Salary Medians: Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Base Salary Means: Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Median: Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Mean: Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Building and Grounds Supervisor

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Building and Grounds Supervisor	\$7,026.00	\$7,793.50	\$8,561.00	21.85%
Burbank Water and Power	Utility Facilities Supervisor	\$5,793.00	\$6,778.00	\$7,763.00	34.01%
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Facilities Maintenance Supervisor	\$5,949.44	\$6,841.41	\$7,733.37	29.98%
Eastern Municipal Water District	Facilities and Grounds Supervisor	\$6,675.07	\$7,493.20	\$8,311.33	24.51%
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Facilities Services Supervisor	\$6,172.00	\$7,475.00	\$8,778.00	42.22%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	Building Repair Supervisor	\$9,112.38	\$9,837.09	\$10,561.80	15.91%
Metropolitan Water District of Southern California	No Comparable Class				
Torrance Municipal Water	Building Maintenance Supervisor	\$6,389.07	\$7,277.40	\$8,165.73	27.81%
Total Matches					
	Base Salary Medians (Min, Mid, Max)	\$5,280.54	\$7,376.20	\$8,238.53	28.90%
	Base Salary Means (Min, Mid, Max)	\$5,681.83	\$7,617.02	\$8,552.21	29.07%
	Percentage Needed to Reach LM Median*	-10.61%	-5.35%	-3.77%	
	Percentage Needed to Reach LM Mean*	At Market	At Market	At Market	
	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

DEFINITIONS:
Base Salary Minimum
Midpoint
Maximum
Range Bandwidth
Base Salary Medians
Base Salary Means
Percentage Needed to Reach LM Median
Percentage Needed to Reach LM Mean
Additional Percentile (or Control Point)

All data represented as Monthly based on agreed upon effective date
 Minimum represents the minimum of a pay range as reported by the surveyed agency
 Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
 Maximum represents the maximum of a pay range as reported by the surveyed agency
 Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
 Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
 Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
 Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
 Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
 Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Chief Engineer

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	Chief Engineer	\$14,610.00	\$16,205.50	\$17,801.00	21.80%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	Manager of Engineering	\$11,914.60	\$13,900.37	\$15,886.14	33.33%
Cucamonga Valley Water District	Director of Engineering Services	\$12,377.52	\$14,234.10	\$16,090.67	30.00%
Eastern Municipal Water District	Director of Engineering	\$14,570.40	\$16,355.74	\$18,141.07	24.51%
Glendale Water and Power	Assistant General Manager (Water)	\$11,875.67	\$14,575.49	\$17,275.30	45.47%
Irvine Ranch Water District	Executive Director of Technical Services	\$12,947.00	\$16,312.50	\$19,678.00	51.99%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Engineering Services Group Manager	\$17,498.00	\$20,710.50	\$23,923.00	36.72%
Torrance Municipal Water	Deputy Public Works Director, City Engineer	\$12,927.00	\$14,219.50	\$15,512.00	20.00%

Total Matches	
Base Salary Medians (Min, Mid, Max)	7
Base Salary Means (Min, Mid, Max)	\$12,927.00 \$14,575.49 \$17,275.30 33.33%
Base Salary Medians (Min, Mid, Max)	\$13,444.31 \$15,758.31 \$18,072.31 34.57%
Percentage Needed to Reach LM Median*	-11.52%
Percentage Needed to Reach LM Mean*	At Market
Additional Percentile (or Control Point)	At Market
	1.52%

*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 indicated percentage to reach the Labor Market, a negative number means SCV Water is above the Labor Market

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Customer Service Manager

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	Customer Service Manager	\$8,970.00	\$9,949.50	\$10,929.00	21.84%
Burbank Water and Power	Manager, Customer Service Operations	\$8,520.18	\$9,862.12	\$11,204.05	31.50%
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Customer Service Manager	\$9,196.53	\$10,575.84	\$11,955.15	30.00%
Eastern Municipal Water District	Customer Service Operations Manager	\$8,113.73	\$9,107.80	\$10,101.87	24.50%
Glendale Water and Power	Customer Service Operations Manager	\$6,588.02	\$8,037.07	\$9,526.11	45.48%
Irvine Ranch Water District	Customer Service Manager	\$8,109.00	\$9,719.50	\$11,330.00	39.72%
Las Virgenes Municipal Water District	Customer Services Manager	\$10,309.86	\$12,372.53	\$14,435.20	40.01%
Los Angeles Department of Water and Power	Commercial Service Supervisor	\$7,273.00	\$8,077.00	\$8,881.00	22.11%
Metropolitan Water District of Southern California	No Comparable Class				
Torrance Municipal Water	No Comparable Class				

Total Matches	
Base Salary Medians (Min, Mid, Max)	\$8,113.73 \$9,719.50 \$11,204.05
Base Salary Means (Min, Mid, Max)	\$8,295.76 \$9,678.84 \$11,061.91
Percentage Needed to Reach LM Median*	-9.55%
Percentage Needed to Reach LM Mean*	-2.31%
Additional Percentile (or Control Point)	At Market
Additional Percentile (or Control Point)	1.22%

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA 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.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set.

Client Benchmark: Customer Service Representative 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	Customer Service Representative II	\$4,994.00	\$5,539.50	\$6,085.00	21.85%
Burbank Water and Power	Customer Service Representative II	\$3,418.39	\$4,065.34	\$4,712.28	37.85%
Colleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Customer Service Representative II	\$4,165.51	\$4,790.17	\$5,414.82	29.99%
Eastern Municipal Water District	Customer Service Representative III	\$4,667.87	\$5,240.74	\$5,813.60	24.55%
Glendale Water and Power	Customer Service Utility Representative	\$3,242.00	\$4,108.73	\$4,975.45	53.47%
Irvine Ranch Water District	Customer Service Specialist III	\$4,640.00	\$5,574.50	\$6,509.00	40.28%
Las Virgenes Municipal Water District	Customer Services Representative	\$4,269.03	\$5,077.72	\$5,886.40	37.89%
Los Angeles Department of Water and Power	Customer Service Representative	\$4,999.00	\$5,781.00	\$6,563.00	31.29%
Metropolitan Water District of Southern California	No Comparable Class				
Torrance Municipal Water	No Comparable Class				

	Total Matches	7
Base Salary Medians (Min, Mid, Max)	\$4,269.03	\$5,077.72
Base Salary Means (Min, Mid, Max)	\$4,200.26	\$5,696.36
Percentage Needed to Reach LM Median*	-14.57%	-4.46%
Percentage Needed to Reach LM Mean*	At Market	At Market
Additional Percentile (or Control Point)		

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA Water), Golden State Water Company, and San Gabriel Water Company
*A positive number represents SCV Water salaries at or 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

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Percentage Needed to Reach LM Median	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Director of Finance and Administration

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	Director of Finance and Administration	\$13,913.00	\$15,432.50	\$16,952.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	Finance and Human Resources Manager	\$11,518.51	\$13,438.26	\$15,358.01	33.33%
Cucamonga Valley Water District	Director of Finance and Technology Services	\$12,378.00	\$14,234.50	\$16,091.00	30.00%
Eastern Municipal Water District	Chief Financial Officer	\$14,570.40	\$16,355.74	\$18,141.07	24.51%
Glendale Water and Power	Director of Finance	\$12,732.25	\$15,349.55	\$17,966.85	41.11%
Irvine Ranch Water District	Treasurer	\$11,315.00	\$14,087.00	\$16,859.00	49.00%
Las Virgenes Municipal Water District	Director of Finance and Administration	\$13,847.60	\$17,488.47	\$21,129.33	52.58%
Los Angeles Department of Water and Power	Principal Utility Accountant III (Position A)	\$18,304.80	\$20,523.30	\$22,741.80	24.24%
Metropolitan Water District of Southern California	Manager of Financial Services	\$14,307.00	\$16,523.00	\$18,739.00	30.98%
Torrance Municipal Water	No Comparable Class				
Total Matches			⁸		
		Base Salary Medians (Min, Mid, Max)	\$13,289.93	\$15,852.64	\$18,053.96
		Base Salary Means (Min, Mid, Max)	\$13,621.70	\$15,999.98	\$18,378.26
		Percentage Needed to Reach LM Median*	-4.48%	2.72%	6.50%
		Additional Percentile (or Control Point)		3.68%	8.41%

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA 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

*Re: LADWP match, this is not a single position due to the size of LA. The working title is Asst Chief Financial Officer and Controller per org chart. MO's are two years of full-time paid professional accounting or financial auditing experience in a class, at least at the level of Senior Utility Accountant is required for Principal Utility Accountant.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Director of Technology Services

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	Director of Technology Services	\$13,913.00	\$15,432.50	\$16,952.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Senior Director of Information Systems	\$15,298.40	\$17,178.87	\$19,049.33	24.52%
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Director of Information Services	\$11,315.00	\$14,087.00	\$16,859.00	49.00%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	Assistant Director Information Systems	\$14,314.98	\$16,899.75	\$19,484.52	36.11%
Metropolitan Water District of Southern California	Information Technology Group Manager	\$17,035.00	\$20,155.00	\$23,275.00	36.63%
Torrance Municipal Water	No Comparable Class				
Total Matches		4			
		Base Salary Medians (Min, Mid, Max)	\$14,806.69	\$17,036.81	\$19,266.93
		Base Salary Means (Min, Mid, Max)	\$14,490.85	\$17,078.90	\$19,666.96
		Percentage Needed to Reach LM Median*	6.42%	10.40%	13.66%
		Additional Percentile (or Control Point)	4.15%	10.67%	16.02%

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA Water), Glendale Water Company, and San Gabriel Water Company.
 *a position number was not provided for the Director of Information Systems position at Santa Clarita Valley Water Agency. The position number was used to identify the position in the Labor Market and used the advanced search function on the Labor Market tool to identify the position.
 *The Burbank No Comparable Class, BWP has a Manager of Technology but this position only manages one section within Technology Division. Not at same level as SCV benchmark.
 *The Cucamonga No Comparable Class, CWD has fewer layers but does have an IT Manager but this class is not at equivalent level of responsibility as compared to the SCV benchmark.
 *The Eastern No Director level class exists at this agency, only a Senior Director of Information Services or Information Technology/IT Operations Manager.
 *The Las Virgenes No Comparable Class, LWD does not have a Director level, only an Information Systems Manager.

DEFINITIONS:

- Base Salary** All data represented as Monthly based on agreed upon effective date
- Minimum** represents the minimum of a pay range as reported by the surveyed agency
- Midpoint** represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
- Maximum** represents the maximum of a pay range as reported by the surveyed agency
- Range Bandwidth** represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
- Base Salary Medians** Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Base Salary Means** Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Median** Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Mean** Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point)** Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Director of Water Resources

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	Director of Water Resources	\$13,913.00	\$15,432.50	\$16,952.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	No Comparable Class				
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Director of Water Resources	\$11,315.00	\$14,087.00	\$16,859.00	49.00%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Section Manager-Water Resources	\$14,307.00	\$16,523.00	\$18,739.00	30.98%
Torrance Municipal Water	No Comparable Class				

Total Matches		z
Base Salary Medians (Min, Mid, Max)	\$12,811.00	\$15,305.00
Base Salary Means (Min, Mid, Max)	\$12,811.00	\$15,305.00
Percentage Needed to Reach LM Median*	-7.92%	-0.83%
Percentage Needed to Reach LM Mean*	At Market	At Market
Additional Percentile (or Control Point)	At Market	5.00%

*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. The agency's bandwidth is high, however these figures represent the actual min & max. There is an even higher range for operational performance of the range which CPS HR did not use. The Eastern, No Comparable match. The agency has a Director of Water Resources & Facilities Planning position however per SCWV Director of WR, that position at Eastern is not a match due to alignment with planning of internal distribution and transmission facilities. Please request to add Alameda as a comparable labor market agency for job matching, please note the final Compensation Survey Labor Market list was approved by the Executive Committee. Adding an additional LM agency was not part of the contract. However, as a courtesy, CPS HR did research and found a Manager of WR position at range 265 (monthly min \$17,667.83 & monthly max \$26,868.00)

DEFINITIONS:

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- Minimum: Minimum represents the minimum of a pay range as reported by the surveyed agency
- Midpoint: Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
- Maximum: Maximum represents the maximum of a pay range as reported by the surveyed agency
- Range Bandwidth: Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
- Base Salary Medians: Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Base Salary Means: Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Median: Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Mean: Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Distribution/Mechanical Technician 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	Distribution/Mechanical Technician II	\$6,070.00	\$6,733.00	\$7,396.00	21.85%
Burbank Water and Power	Water Plant Mechanic	\$5,096.98	\$6,061.61	\$7,026.24	37.85%
Calleguas Municipal Water District	Electro-Mechanical Technician II	\$5,308.29	\$6,193.01	\$7,077.72	33.33%
Cucamonga Valley Water District	Plant Mechanic	\$5,606.16	\$6,446.92	\$7,287.67	29.99%
Eastern Municipal Water District	Mechanical Maintenance Technician II	\$5,538.00	\$6,214.00	\$6,890.00	24.41%
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	No Comparable Class				
Las Virgenes Municipal Water District	Maintenance Mechanic II	\$5,650.67	\$6,721.00	\$7,791.33	37.88%
Los Angeles Department of Water and Power	Waterworks Mechanic	\$9,058.00	\$9,388.00	\$9,718.00	7.29%
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	No Comparable Class				
Total Matches			7		
		Base Salary Medians (Min, Mid, Max)		\$6,232.00	\$7,077.72
		Base Salary Means (Min, Mid, Max)		\$6,750.93	\$7,552.28
		Percentage Needed to Reach LM Median*		-7.44%	-4.30%
		Additional Percentage (or Control Point)		0.27%	2.11%

* 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. ** Agencies that did not provide the indicated percentage to reach the Labor Market; † Negative number means SVY Water is above the Labor Market. ‡ CPS HR has proposed a classification title change to Water System Technician II

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Base Salary Maximum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Base Salary Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Base Salary Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Range	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentage (or Control Point)	Additional Percentage/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Electrical/Instrumentation Technician

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Electrical/Instrumentation Technician	\$6,070.00	\$6,733.00	\$7,396.00	21.85%
Burbank Water and Power	Test Technician Apprentice	\$5,842.00	\$6,973.00	\$8,104.00	38.72%
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Instrumentation/Electrical Technician I	\$4,880.00	\$5,612.00	\$6,344.00	30.00%
Eastern Municipal Water District	Controls Technician I	\$5,538.00	\$6,214.00	\$6,890.00	24.41%
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Electrical Technician/Instrumentation Technician	\$5,639.00	\$7,071.50	\$8,504.00	50.81%
Las Virgenes Municipal Water District	Electrical/Instrumentation Technician I	\$5,269.33	\$6,267.73	\$7,266.13	37.89%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Instrumentation and Control Technician I	\$5,243.00	\$6,065.50	\$6,888.00	31.38%
Torrance Municipal Water	No Comparable Class				
Total Matches		6			
		Base Salary Medians (Min, Mid, Max)	\$5,403.67	\$6,240.87	\$7,078.07
		Base Salary Means (Min, Mid, Max)	\$5,401.89	\$6,367.29	\$7,332.69
		Percentage Needed to Reach LM Median*	-10.98%	-7.31%	-4.30%
		Additional Percentage to Reach LM Mean* (or Control Point)	At Market	At Market	At Market

*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 SV Water salaries are below the indicated percentage to reach the Labor Market; a negative number means SV Water is above the Labor Market.

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentage (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentage/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set.

Client Benchmark: Engineering Technician 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	Engineering Technician II	\$5,781.00	\$6,412.50	\$7,044.00	21.85%
Burbank Water and Power	Engineering Technician	\$5,742.00	\$6,828.50	\$7,915.00	37.84%
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Engineering Technician II	\$5,282.00	\$6,075.00	\$6,868.00	30.03%
Eastern Municipal Water District	Engineering Technician II	\$5,538.00	\$6,214.00	\$6,890.00	24.41%
Glendale Water and Power	Engineering Technician	\$4,327.03	\$5,483.44	\$6,639.84	53.45%
Irvine Ranch Water District	No Comparable Class				
Las Virgenes Municipal Water District	Technical Services Support Specialist	\$5,375.07	\$6,393.40	\$7,411.73	37.89%
Los Angeles Department of Water and Power	Field Engineering Aide	\$6,984.00	\$7,819.00	\$8,654.00	25.91%
Metropolitan Water District of Southern California	Engineering Technician II	\$6,521.00	\$7,552.00	\$8,583.00	31.62%
Torrance Municipal Water	Engineering Technician II	\$5,215.60	\$5,778.07	\$6,340.53	21.57%

Total Matches		8	
Base Salary Medians (Min, Mid, Max)	\$5,456.54	\$6,303.70	\$7,150.87
Base Salary Means (Min, Mid, Max)	\$5,623.09	\$6,517.93	\$7,412.76
Percentage Needed to Reach LM Median*	-5.61%	-1.70%	1.52%
Percentage Needed to Reach LM Mean* At Market		1.64%	5.24%
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

DEFINITIONS:

- Base Salary Minimum: All data represented as Monthly based on agreed upon effective date
- Midpoint: Minimum represents the minimum of a pay range as reported by the surveyed agency
- Maximum: Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
- Range Bandwidth: Maximum represents the maximum of a pay range as reported by the surveyed agency
- Base Salary Medians: Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
- Base Salary Means: Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Median: Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Mean: Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Executive Assistant

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	Executive Assistant	\$6,375.00	\$7,071.50	\$7,768.00	21.85%
Burbank Water and Power	Executive Assistant	\$4,399.74	\$5,092.70	\$5,785.65	31.50%
Calleguas Municipal Water District	Clerk of The Board/Executive Secretary	\$6,451.21	\$7,526.42	\$8,601.62	33.33%
Cucamonga Valley Water District	Executive Assistant	\$7,110.00	\$8,176.50	\$9,243.00	30.00%
Eastern Municipal Water District	Board Secretary	\$8,113.73	\$9,107.80	\$10,101.87	24.50%
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Executive Assistant	\$5,336.00	\$6,462.00	\$7,588.00	42.20%
Las Virgenes Municipal Water District	Executive Assistant/Clerk of the Board	\$8,619.86	\$10,343.66	\$12,067.46	40.00%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Executive Assistant II	\$7,478.00	\$8,655.50	\$9,833.00	31.49%
Torrance Municipal Water	No Comparable Class				

Total Matches	
Base Salary Medians (Min, Mid, Max)	7
Base Salary Means (Min, Mid, Max)	\$7,110.00 / \$8,176.50 / \$9,243.00
Base Salary Means (Min, Mid, Max)	\$6,786.93 / \$7,909.22 / \$9,031.51
Percentage Needed to Reach LM Median*	11.53%
Percentage Needed to Reach LM Mean*	6.46%
Additional Percentile (or Control Point)	11.85%
	16.27%

*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

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Facilities Maintenance Technician 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	Facilities Maintenance Technician II	\$4,994.00	\$5,539.50	\$6,085.00	21.85%
Burbank Water and Power	No Comparable Class				
Collegias Municipal Water District	No Comparable Class				
Cucomonga Valley Water District	Facilities Maintenance Specialist II	\$4,599.00	\$5,288.50	\$5,978.00	29.98%
Eastern Municipal Water District	Building and Facilities Technician II	\$4,900.13	\$5,501.60	\$6,103.07	24.55%
Glendale Water and Power	Utility Building Repairer	\$3,478.80	\$4,555.07	\$5,631.33	61.88%
Irvine Ranch Water District	Facilities Services Technician	\$4,768.00	\$5,741.50	\$6,715.00	40.83%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	Building Repairer	\$7,699.50	\$7,808.25	\$7,917.00	2.82%
Metropolitan Water District of Southern California	Facilities Maintenance Mechanic	\$5,528.00	\$6,402.00	\$7,276.00	31.62%
Torrance Municipal Water	Building Maintainer	\$4,258.80	\$4,593.34	\$4,927.87	15.71%
Total Matches			7		
Base Salary Medians (Min, Mid, Max)		\$4,768.00	\$5,501.60	\$6,103.07	29.98%
Base Salary Means (Min, Mid, Max)		\$5,033.18	\$5,698.61	\$6,364.04	29.63%
Percentage Needed to Reach LM Median*		-4.53%	-0.68%	0.30%	
Percentage Needed to Reach LM Mean*		0.78%	2.87%	4.59%	
Additional Percentile (or Control Point)					

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA Water), Golden State Water Company, and San Gabriel Water Company
 *A positive number represents SCV Water salaries at or 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

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Field Customer Service Representative 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	Field Customer Service Representative II	\$4,994.00	\$5,539.50	\$6,085.00	21.85%
Burbank Water and Power	Field Service Representative II	\$3,347.50	\$3,981.04	\$4,614.57	37.85%
Collegias Municipal Water District	No Comparable Class				
Cucomonga Valley Water District	Field Service Technician II	\$4,691.12	\$5,394.57	\$6,098.01	29.99%
Eastern Municipal Water District	Meter Services Technician II	\$4,444.27	\$4,991.14	\$5,538.00	24.61%
Glendale Water and Power	Customer Service Field Technician	\$3,562.57	\$4,314.98	\$5,067.38	53.47%
Irvine Ranch Water District	Customer Service Field Technician	\$4,117.00	\$4,895.00	\$5,673.00	37.79%
Las Virgenes Municipal Water District	Field Customer Service Representative II	\$4,362.80	\$5,188.74	\$6,014.67	37.86%
Los Angeles Department of Water and Power	Water Service Representative	\$6,640.00	\$7,444.50	\$8,249.00	24.23%
Metropolitan Water District of Southern California	No Comparable Class				
Torrance Municipal Water	No Comparable Class				

Total Matches	7
Base Salary Medians (Min, Mid, Max)	\$4,362.80 \$4,991.14 \$5,673.00 37.79%
Base Salary Means (Min, Mid, Max)	\$4,452.18 \$5,201.42 \$5,950.66 35.12%
Percentage Needed to Reach LM Median*	-12.64%
Percentage Needed to Reach LM Mean*	-9.90%
Additional Percentile (or Control Point)	At Market At Market At Market

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA Water), Golden State Water Company, and San Gabriel Water Company
 *Please note that the following agencies declined to participate in the study: California Water Service Group (CA Water), Golden State Water Company, and San Gabriel Water Company
 *CPS HR has proposed a classification title change to Field Service Worker II

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Base Salary Maximum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Base Salary Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Base Salary Range	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Financial Analyst

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	Financial Analyst	\$7,379.00	\$8,185.00	\$8,991.00	21.85%
Burbank Water and Power	Financial Analyst	\$7,582.60	\$8,776.87	\$9,971.13	31.50%
Calleguas Municipal Water District	Accounting Supervisor	\$6,663.23	\$7,773.77	\$8,884.31	33.33%
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Financial Analyst III	\$7,404.80	\$8,300.94	\$9,197.07	24.20%
Glendale Water and Power	Senior Utility Financial Analyst	\$5,698.55	\$6,994.03	\$8,289.51	45.47%
Irvine Ranch Water District	Financial Analyst	\$6,915.00	\$8,173.50	\$9,432.00	36.40%
Las Virgenes Municipal Water District	Financial Analyst	\$8,368.53	\$9,623.47	\$10,878.40	29.99%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Administrative Analyst III (Financial)	\$6,888.00	\$7,979.50	\$9,071.00	31.69%
Torrance Municipal Water	Administrative Analyst (Finance)	\$4,792.67	\$6,256.47	\$7,720.27	61.08%

Total Matches		⁸
Base Salary Medians (Min, Mid, Max)	\$6,901.50	\$8,076.50
Base Salary Means (Min, Mid, Max)	\$6,789.17	\$7,984.82
Percentage Needed to Reach LM Median*	-6.47%	-1.33%
Percentage Needed to Reach LM Mean*	At Market	At Market
Additional Percentile (or Control Point)		2.11%

*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
⁸A 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

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: GIS/CAD Technician 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	GIS/CAD Technician II	\$5,781.00	\$6,412.50	\$7,044.00	21.85%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	GIS Technician II	\$5,282.01	\$6,074.93	\$6,867.85	30.02%
Eastern Municipal Water District	GIS Analyst	\$6,408.13	\$7,182.07	\$7,956.00	24.15%
Glendale Water and Power	No Comparable Class				
Inyone Ranch Water District	GIS Technician II	\$4,512.00	\$5,933.00	\$7,354.00	62.99%
Las Virgenes Municipal Water District	GIS Coordinator	\$7,032.13	\$8,364.20	\$9,696.27	37.89%
Los Angeles Department of Water and Power	Civil Engineering Drafting Technician	\$6,476.28	\$7,348.89	\$8,221.50	26.95%
Metropolitan Water District of Southern California	Information Technology GIS Analyst III	\$7,277.00	\$8,425.00	\$9,573.00	31.55%
Torrance Municipal Water	Engineering Technician II (CAD/GIS)	\$5,215.60	\$5,778.07	\$6,340.53	21.57%
Total Matches			7		
Base Salary Medians (Min, Mid, Max)		\$6,408.13	\$7,182.07	\$7,956.00	30.02%
Base Salary Means (Min, Mid, Max)		\$6,029.02	\$7,015.16	\$8,001.31	33.59%
Percentage Needed to Reach LM Median*		10.85%	12.00%	12.95%	
Percentage Needed to Reach LM Mean*		4.29%	9.40%	13.59%	
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
 *CPS HR has proposed a classification title change to GIS Technician II

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Human Resources Analyst

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	Human Resources Analyst	\$6,692.00	\$7,422.50	\$8,153.00	21.85%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	Human Resources Coordinator	\$5,662.17	\$6,605.87	\$7,549.57	33.33%
Cucamonga Valley Water District	Human Resources Analyst	\$6,312.98	\$7,260.10	\$8,207.21	30.01%
Eastern Municipal Water District	Human Resources Analyst II	\$6,675.07	\$7,493.20	\$8,311.33	24.51%
Glendale Water and Power	Human Resources Analyst II	\$6,621.32	\$8,126.85	\$9,632.18	45.47%
Invine Ranch Water District	Human Resources Analyst	\$6,472.00	\$7,973.00	\$9,774.00	58.36%
Las Virgenes Municipal Water District	Human Resources Analyst II	\$7,572.93	\$8,710.00	\$9,847.06	30.03%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Human Resources Analyst III	\$6,888.00	\$7,979.50	\$9,071.00	31.69%
Torrance Municipal Water	Human Resources Analyst	\$5,820.33	\$7,210.67	\$8,640.80	47.77%

Total Matches	
Base Salary Medians (Min, Mid, Max)	\$6,467.25 / \$7,733.10 / \$8,835.90
Base Salary Means (Min, Mid, Max)	\$6,465.65 / \$7,669.90 / \$8,874.14
Percentage Needed to Reach LM Median*	-3.36%
Percentage Needed to Reach LM Mean* At Market	4.18%
Additional Percentile (or Control Point)	3.33%
	8.85%

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA 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.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set.

Client Benchmark: Inspector

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	Inspector	\$6,375.00	\$7,071.50	\$7,768.00	21.85%
Burbank Water and Power	Construction Inspector	\$5,144.88	\$6,118.58	\$7,092.28	37.85%
Calleguas Municipal Water District	Construction Inspector II	\$5,793.40	\$6,758.97	\$7,724.53	33.33%
Cucamonga Valley Water District	Engineering Inspector II	\$5,718.71	\$6,582.54	\$7,446.37	30.21%
Eastern Municipal Water District	Construction and Safety Inspector III	\$6,890.00	\$7,723.74	\$8,557.47	24.20%
Glendale Water and Power	Construction Inspector	\$4,642.78	\$5,884.04	\$7,125.30	53.47%
Inyone Ranch Water District	Construction Inspector	\$5,639.00	\$6,833.00	\$8,027.00	42.35%
Las Virgenes Municipal Water District	Facilities Inspector	\$6,241.73	\$7,423.87	\$8,606.00	37.88%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Construction Inspector III	\$7,478.00	\$8,655.50	\$9,833.00	31.49%
Torrance Municipal Water	No Comparable Class				

Total Matches		8
Base Salary Medians (Min, Mid, Max)	\$5,756.06	\$6,795.98
Base Salary Means (Min, Mid, Max)	\$5,943.56	\$6,997.53
Percentage Needed to Reach LM Median*	-9.71%	-3.90%
Percentage Needed to Reach LM Mean*	At Market	At Market
Additional Percentile (or Control Point)		3.65%

*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
 *CPS HR has proposed a classification title change to Inspector II

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Laboratory and Regulatory Affairs Supervisor

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	Laboratory and Regulatory Affairs Supervisor	\$9,417.00	\$10,445.50	\$11,474.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	Regulatory Compliance Supervisor	\$8,361.31	\$9,754.86	\$11,148.41	33.33%
Cucomonga Valley Water District	Water Treatment Plant Manager	\$9,760.00	\$11,224.00	\$12,688.00	30.00%
Eastern Municipal Water District	Manager of Laboratory and Water Quality Services	\$10,354.93	\$11,624.60	\$12,894.27	24.52%
Glendale Water and Power	Water Quality Manager	\$7,993.01	\$9,073.39	\$10,153.76	45.46%
Irvine Ranch Water District	Regulatory Compliance Manager	\$8,372.00	\$10,067.00	\$11,762.00	40.49%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	Water Quality Lab Manager	\$10,887.18	\$12,206.97	\$13,526.76	24.24%
Metropolitan Water District of Southern California	Laboratory Support Team Manager	\$9,320.00	\$10,755.50	\$12,191.00	30.80%
Torrance Municipal Water	No Comparable Class				
Total Matches			7		
		Base Salary Medians (Min, Mid, Max)	\$9,320.00	\$10,755.50	\$12,191.00
		Base Salary Means (Min, Mid, Max)	\$9,206.92	\$10,672.33	\$12,137.74
		Percentage Needed to Reach LM Median*	-1.03%	2.97%	6.25%
		Additional Percentile (or Control Point)	At Market	2.17%	5.78%

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA Water), Golden State Water Company, and San Gabriel Water Company
 **Please note that the indicated percentage to reach the Labor Market, a negative number means SA's Water is above the Labor Market
 *CPS HR has proposed a classification title change to Water Quality Laboratory Manager

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Management Analyst

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	Management Analyst	\$7,719.00	\$8,595.50	\$9,442.00	21.85%
Burbank Water and Power	Senior Administrative Analyst	\$6,731.00	\$7,791.50	\$8,852.00	31.51%
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Management Analyst II	\$6,675.07	\$7,493.20	\$8,311.33	24.51%
Glendale Water and Power	Senior Administrative Analyst	\$5,436.51	\$6,673.04	\$7,909.56	45.49%
Inyone Ranch Water District	Management Analyst	\$6,490.00	\$7,624.50	\$8,759.00	34.96%
Las Virgenes Municipal Water District	Management Analyst	\$7,572.93	\$8,710.00	\$9,847.06	30.03%
Los Angeles Department of Water and Power	Management Analyst	\$7,438.50	\$8,340.69	\$9,242.88	24.26%
Metropolitan Water District of Southern California	Administrative Analyst III (General Admin)	\$6,888.00	\$7,979.50	\$9,071.00	31.69%
Torrance Municipal Water	Administrative Analyst (General)	\$4,792.67	\$6,256.47	\$7,720.27	61.08%

Total Matches	8
Base Salary Medians (Min, Mid, Max)	\$6,703.04 \$7,708.00 \$8,805.50 31.60%
Base Salary Means (Min, Mid, Max)	\$6,503.09 \$7,608.61 \$8,714.14 35.44%
Percentage Needed to Reach LM Median*	-13.50%
Percentage Needed to Reach LM Mean*	At Market
Additional Percentile (or Control Point)	At Market

*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
 *CPS HR has proposed a new classification title of Management Analyst II and also proposed this class be split into a new job series Management Analyst I/II

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Office Assistant 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	Office Assistant II	\$4,110.00	\$4,559.00	\$5,008.00	21.85%
Burbank Water and Power	Intermediate Clerk	\$2,961.51	\$3,522.00	\$4,082.48	37.85%
Calleguas Municipal Water District	Administrative Assistant II	\$4,028.70	\$4,700.16	\$5,371.61	33.33%
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Administrative Assistant II	\$4,667.87	\$5,240.74	\$5,813.60	24.55%
Glendale Water and Power	Office Services Specialist II	\$2,824.32	\$3,579.82	\$4,335.32	53.50%
Irvine Ranch Water District	Office Specialist	\$4,023.00	\$4,770.50	\$5,518.00	37.16%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	Clerk	\$4,343.00	\$4,869.50	\$5,396.00	24.25%
Metropolitan Water District of Southern California	Office Assistant	\$4,084.00	\$4,736.50	\$5,389.00	31.95%
Torrance Municipal Water	Office Assistant	\$3,121.73	\$3,552.47	\$3,983.20	27.60%

Total Matches		8
Base Salary Medians (Min, Mid, Max)	\$4,025.85	\$4,718.33
Base Salary Means (Min, Mid, Max)	\$3,756.77	\$4,371.46
Percentage Needed to Reach LM Median*	-2.05%	3.49%
Percentage Needed to Reach LM Mean*	At Market	At Market
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

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Percentage Needed to Reach LM Median	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Operations and Maintenance Superintendent

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Operations and Maintenance Superintendent	\$10,900.00	\$12,991.56	\$13,282.00	21.84%
City of Orange Water District	City of Orange Construction Superintendent	\$9,710.93	\$11,239.96	\$12,789.96	31.92%
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Water Operations Manager-Production	\$10,344.93	\$11,624.60	\$12,894.27	24.52%
Glenale Water and Power	No Comparable Class				
Innate Ranch Water District	Operations Manager (Water Operations)	\$8,707.00	\$10,777.50	\$12,648.00	42.00%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	Water Utility Superintendent	\$11,143.00	\$13,856.51	\$16,570.02	48.70%
Metropolitan Water District of Southern California	Water Treatment Plant Unit Manager	\$12,848.00	\$14,829.00	\$16,810.00	30.84%
Torrance Municipal Water	Water Operations Manager	\$11,928.00	\$13,121.00	\$14,314.00	20.00%

Total Metrics	4
Base Salary Median (Min, Mid, Max)	\$10,948.07
Base Salary Range (Min, Mid, Max)	\$10,915.25 - \$12,574.26 - \$14,314.00
Percentage Needed to Reach LM Median*	2.38%
Percentage Needed to Reach LM Mean**	4.00%
Additional Percentile (or Control Point)	7.93%

*Please note that the below agencies are included in our scope: 1) The City of Orange Water Services Group; 2) Western Golden State Water Company; and 3) San Gabriel Water Company.
 **A positive number represents 5% year step or less below the labor range and a negative number represents 5% year or above the labor range.
 ***The job is not based on our industry but on the labor market for the job. For example, the job is not based on our industry but on the labor market for the job. For example, the job is not based on our industry but on the labor market for the job.

DEFINITIONS:
 Base Salary: All data represented as Monthly based on agreed upon effective date.
 Minimum: Minimum represents the minimum of a pay range as reported by the surveyed agency.
 Midpoint: Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency.
 Maximum: Maximum represents the maximum of a pay range as reported by the surveyed agency.
 Range Bandwidth: Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration.
 Base Salary Medians: Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum).
 Percentile Needed to Reach LM Median: Percentile Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum).
 Percentage Needed to Reach LM Mean: Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum).
 Additional Percentile (or Control Point): Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e., 60th, 70th, etc. designated by the client agency) and requested to be added to data set.

Client Benchmark: Operations Supervisors

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	Operations Supervisor	\$8,512.00	\$9,474.50	\$10,407.00	21.83%
Burbank Water and Power	Water Supervisor (Operations)	\$6,979.70	\$8,166.58	\$9,353.46	34.01%
Calleguas Municipal Water District	Distribution System Supervisor	\$7,261.65	\$8,471.94	\$9,682.21	33.33%
Cucamonga Valley Water District	Water Utility Supervisor	\$6,833.00	\$7,855.50	\$8,884.00	30.02%
Eastern Municipal Water District	Field Services Supervisor	\$8,113.73	\$9,107.80	\$10,101.87	24.50%
Glendale Water and Power	Water System Operations Supervisor	\$6,998.76	\$8,590.79	\$10,182.82	45.49%
Inyone Ranch Water District	Water Maintenance Supervisor	\$6,534.00	\$7,917.00	\$9,300.00	42.33%
Las Virgenes Municipal Water District	Water System Supervisor	\$8,368.53	\$9,623.47	\$10,878.40	29.99%
Los Angeles Department of Water and Power	Water Utility Supervisor	\$9,112.00	\$9,810.00	\$10,508.00	15.32%
Metropolitan Water District of Southern California	Operations and Maintenance Supervisor	\$9,071.00	\$10,462.00	\$11,853.00	30.67%
Torrance Municipal Water	Water Operations Supervisor	\$6,536.40	\$7,648.34	\$8,760.27	34.02%

Total Matches		10
Base Salary Medians (Min, Mid, Max)	\$7,130.21	\$8,531.36
Base Salary Means (Min, Mid, Max)	\$7,580.88	\$8,765.64
Percentage Needed to Reach LM Median*	-16.53%	-9.95%
Percentage Needed to Reach LM Mean*	At Market	At Market
Additional Percentile (or Control Point)	At Market	At Market

*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
 *CPS HR has proposed a classification title change to Utility Supervisor

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Production Operator 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	Production Operator II	\$5,507.00	\$6,108.50	\$6,710.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	Electro-Mechanical Technician II	\$5,308.29	\$6,193.01	\$7,077.72	33.33%
Cucamonga Valley Water District	Water System Operator II	\$5,077.00	\$5,638.50	\$6,600.00	30.00%
Eastern Municipal Water District	Distribution Operator III	\$5,538.00	\$6,214.00	\$6,890.00	24.41%
Glendale Water and Power	Water System Mechanic	\$3,781.92	\$4,953.21	\$6,124.50	61.94%
Inyone Ranch Water District	Maintenance Mechanic	\$4,768.00	\$5,741.50	\$6,715.00	40.83%
Las Virgenes Municipal Water District	Water Distribution Operator II	\$4,818.67	\$5,731.27	\$6,643.87	37.88%
Los Angeles Department of Water and Power	Water Utility Operator	\$5,883.00	\$7,012.23	\$8,141.46	38.39%
Metropolitan Water District of Southern California	System Operator	\$6,888.00	\$7,979.50	\$9,071.00	31.69%
Torrance Municipal Water	No Comparable Class				

Total Matches		
Base Salary Medians (Min, Mid, Max)		^a
Base Salary Means (Min, Mid, Max)	\$5,197.65	\$6,015.75
Base Salary Medians (Min, Mid, Max)	\$5,257.86	\$6,207.90
Percentage Needed to Reach LM Median*	-5.71%	-1.38%
Percentage Needed to Reach LM Mean*	At Market	6.68%
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 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
 * CPS HR has proposed a classification title change to Water Systems Technician II

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Public Information Officer

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	Public Information Officer	\$10,394.00	\$11,518.00	\$12,652.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Government and Public Affairs Manager	\$9,196.53	\$10,575.84	\$11,955.15	30.00%
Eastern Municipal Water District	Senior Public Affairs Program Manager	\$9,392.93	\$10,543.87	\$11,694.80	24.51%
Glendale Water and Power	No Comparable Class				
Invine Ranch Water District	Director Public Affairs	\$11,315.00	\$14,087.00	\$16,859.00	49.00%
Las Virgenes Municipal Water District	Public Affairs and Communications Manager	\$10,309.86	\$12,372.53	\$14,435.20	40.01%
Los Angeles Department of Water and Power	Principal Public Relations Representative	\$11,790.00	\$12,580.08	\$13,370.16	13.40%
Metropolitan Water District of Southern California	No Comparable Class				
Torrance Municipal Water	No Comparable Class				

Total Matches	Base Salary Medians (Min, Mid, Max)	Base Salary Means (Min, Mid, Max)	Percentage Needed to Reach LM Median*	Percentage Needed to Reach LM Mean*	Additional Percentile (or Control Point)
5	\$12,372.53	\$12,372.53	30.00%	31.38%	
		\$10,400.86	-0.71%	7.42%	5.68%
				0.16%	7.99%

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA 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.
 *In Irvine per the SCVW Director of WR, the Director Public Affairs duties are more aligned with the SCV PIO position rather than the Irvine position of Public Affairs Manager. Irvine's bandwidth is high however, these figures represent the actual min & max. There is an even higher range max for exceptional performance of the range which CPS HR did not use for this study.
 *In Eastern per SCVW Director of WR the position of Senior Public Affairs Program Manager is more aligned with position at SCV.
 *CPS HR has proposed a classification title change to Communications Manager.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e., 60th, 70th, etc. designated by the client agency) and requested to be added to data set.



Client Benchmark: Resource Conservation Manager

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Resource Conservation Manager	\$8,970.00	\$9,949.50	\$10,929.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Water Resources Planning Manager	\$10,354.93	\$11,624.60	\$12,894.27	24.52%
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Water Efficiency Manager	\$8,372.00	\$10,067.00	\$11,762.00	40.49%
Las Virgenes Municipal Water District	Resource Conservation Manager	\$10,309.86	\$12,372.53	\$14,435.20	40.01%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Water Efficiency Team Manager	\$11,544.00	\$13,320.00	\$15,096.00	30.77%
Torrance Municipal Water	No Comparable Class				
Total Matches		⁴			
		Base Salary Medians (Min, Mid, Max)	\$10,332.40	\$11,998.57	\$13,664.74
		Base Salary Means (Min, Mid, Max)	\$10,145.20	\$11,846.03	\$13,546.87
		Percentage Needed to Reach LM Median*	15.19%	20.59%	25.03%
		Percentage Needed to Reach LM Mean*	13.10%	19.06%	23.95%
		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. **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. ***CPS HR has proposed a classification for change to Sustainability Manager.

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Base Salary Maximum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Safety Specialist

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	Safety Specialist	\$4,314.00	\$4,785.00	\$5,256.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	Safety Analyst	\$6,313.00	\$7,260.00	\$8,207.00	30.00%
Eastern Municipal Water District	No Comparable Class				
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Safety Assistant	\$4,521.00	\$5,426.50	\$6,332.00	40.06%
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Occupational Health and Safety Specialist I	\$4,685.00	\$5,426.00	\$6,167.00	31.63%
Torrance Municipal Water	No Comparable Class				

Total Matches		
Base Salary Medians (Min, Mid, Max)	\$4,685.00	\$5,426.50
Base Salary Means (Min, Mid, Max)	\$5,173.00	\$6,037.50
Percentage Needed to Reach LM Median*	8.60%	13.41%
Additional Percentile (or Control Point)	19.91%	26.18%
		31.32%

*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
 * CPS HR has proposed a new job series for Safety Specialist LM

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Senior Accounting Technician

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	Senior Accounting Technician	\$5,507.00	\$6,108.50	\$6,710.00	21.84%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	Senior Accounting Technician	\$5,035.88	\$5,875.20	\$6,714.51	33.33%
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Finance Technician III	\$5,144.53	\$5,776.33	\$6,408.13	24.56%
Glendale Water and Power	Senior Accounting Technician	\$3,371.45	\$4,275.82	\$5,177.18	53.42%
Invine Ranch Water District	No Comparable Class				
Las Virgenes Municipal Water District	Accounting Technician (Payroll)	\$5,820.53	\$6,923.80	\$8,027.07	37.91%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Senior Accounting Technician	\$5,843.00	\$6,762.50	\$7,682.00	31.47%
Torrance Municipal Water	Account Clerk, Senior	\$4,071.60	\$4,571.67	\$5,071.73	24.56%
	Total Matches		6		
	Base Salary Medians (Min, Mid, Max)	\$5,090.21	\$5,825.76	\$6,561.32	32.40%
	Base Salary Means (Min, Mid, Max)	\$4,881.67	\$5,697.55	\$6,513.44	34.21%
	Percentage Needed to Reach LM Median*	-7.57%	-4.63%	-2.22%	
	Percentage Needed to Reach LM Mean*	At Market	At Market	At Market	
	Additional Percentile (or Control Point)				

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA Water), Golden State Water Company, and San Gabriel Water Company. Percentages > 0% (Water salaries are above the labor market) and the included percentage to reach the labor market, negative number means 50% Water is above the labor market.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Client Benchmark: Senior Engineer

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	Senior Engineer	\$9,888.00	\$10,967.50	\$12,047.00	21.83%
Burbank Water and Power	Senior Civil Engineer-BWP	\$8,703.61	\$10,074.43	\$11,445.24	31.50%
Calleguas Municipal Water District	Senior Project Manager	\$10,091.63	\$11,773.57	\$13,455.51	33.33%
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Senior Civil Engineer	\$9,860.93	\$11,070.80	\$12,280.67	24.54%
Glendale Water and Power	Senior Civil Engineer	\$8,458.50	\$10,381.51	\$12,304.51	45.47%
Irvine Ranch Water District	Senior Engineer	\$8,907.00	\$10,777.50	\$12,648.00	42.00%
Las Virgenes Municipal Water District	Senior Engineer	\$10,309.86	\$11,857.73	\$13,405.60	30.03%
Los Angeles Department of Water and Power	Water Works Engineer	\$10,887.18	\$12,510.60	\$14,134.02	29.82%
Metropolitan Water District of Southern California	Senior Engineer (Engineering Project Manager)	\$10,376.00	\$11,968.00	\$13,560.00	30.69%
Torrance Municipal Water	No Comparable Class				

Total Matches	8
Base Salary Medians (Min, Mid, Max)	\$9,976.28 \$11,422.19 \$13,026.80
Base Salary Means (Min, Mid, Max)	\$9,699.34 \$11,301.77 \$12,904.19
Percentage Needed to Reach LM Median*	0.89% 4.15% 8.13%
Additional Percentile (or Control Point)	At Market 3.05% 7.12%

*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

DEFINITIONS:

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- Maximum: Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
- Range Bandwidth: Maximum represents the maximum of a pay range as reported by the surveyed agency
- Base Salary Medians: Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
- Base Salary Means: Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Median: Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Additional Percentile (or Control Point) represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Senior IT Technician

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	Senior IT Technician	\$6,692.00	\$7,422.50	\$8,153.00	21.83%
Burbank Water and Power	Information Systems Analyst III	\$7,251.51	\$8,393.63	\$9,535.74	31.50%
Calleguas Municipal Water District	Senior Resource Specialist	\$6,553.64	\$7,645.92	\$8,738.19	33.33%
Cuamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Information Systems Engineer II	\$8,113.73	\$9,107.80	\$10,101.87	24.56%
Glendide Water and Power	Senior IT Applications Specialist	\$5,138.95	\$6,512.80	\$7,886.64	53.47%
Irvine Ranch Water District	User Support Administrator	\$6,534.00	\$7,917.00	\$9,300.00	42.33%
Las Virgenes Municipal Water District	Principal Technology Analyst	\$8,450.00	\$9,719.00	\$10,988.00	30.04%
Los Angeles Department of Water and Power	Information Services Specialist	\$6,726.84	\$7,542.90	\$8,358.96	24.26%
Metropolitan Water District of Southern California	Senior Information Technology Infrastructure Administrator	\$8,353.00	\$9,648.50	\$10,944.00	31.02%
Torrance Municipal Water	Information Technology Analyst	\$6,354.40	\$7,436.87	\$8,519.33	34.07%
Total Matches					
Base Salary Medians (Min, Mid, Max)		\$6,726.84	\$7,917.00	\$9,300.00	31.50%
Base Salary Means (Min, Mid, Max)		\$7,052.90	\$8,213.82	\$9,374.75	33.84%
Percentage Needed to Reach LM Median*		0.52%	6.66%	14.07%	
Percentage Needed to Reach LM Mean*		5.39%	10.66%	14.99%	
Additional Percentile (or Control Point)					

*Please note that the following agencies declined to participate in the study: California Water Service Group (CA Water), Golden State Water Company, and San Gabriel Water Company
 *A positive number represents SCV Water salaries at or 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

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
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Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Percentage Needed to Reach LM Median	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Treatment Plant Operator 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	Treatment Plant Operator II	\$7,026.00	\$7,793.50	\$8,561.00	21.85%
Burbank Water and Power	Water Plant Operator	\$5,096.98	\$6,061.61	\$7,026.24	37.85%
Calleguas Municipal Water District	Water Treatment Operator	\$5,731.92	\$6,687.24	\$7,642.56	33.33%
Cucamonga Valley Water District	Water Treatment Plant Operator II	\$5,606.16	\$6,446.92	\$7,287.67	29.99%
Eastern Municipal Water District	Potable Water Treatment Operator III	\$5,955.73	\$6,680.27	\$7,404.80	24.33%
Glendale Water and Power	Water Facilities Operator	\$3,791.17	\$4,965.38	\$6,139.58	61.94%
Irvine Ranch Water District	Operator II (Water Operations)	\$5,489.00	\$6,650.00	\$7,811.00	42.30%
Las Virgenes Municipal Water District	Water Treatment Plant Operator II	\$4,819.00	\$5,731.50	\$6,644.00	37.87%
Los Angeles Department of Water and Power	Water Treatment Operator	\$7,955.00	\$8,598.94	\$9,242.88	16.19%
Metropolitan Water District of Southern California	Water Treatment Plant Operator III	\$6,888.00	\$7,979.50	\$9,071.00	31.69%
Torrance Municipal Water	No Comparable Class				

Total Matches	9
Base Salary Medians (Min, Mid, Max)	\$5,606.16 \$6,650.00 \$7,404.80 33.33%
Base Salary Means (Min, Mid, Max)	\$5,703.66 \$6,644.59 \$7,585.53 35.06%
Percentage Needed to Reach LM Median*	-20.21%
Additional Percentage (or Control Point)	At Market At Market At Market

*Please note that the following agencies declined to participate in the study: California Water Service Group (Ca 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.
 *For Calleguas there is no level however the Water Treatment Operator position has similar duties, functions, supervision received, however the position has slightly different minimum qualifications compared to SCVW.
 *Glendale has the Glorietta Wells and the Verdugo Park Water Treatment Plant. Las Virgenes confirmed their Westlake location has drinking water treatment. Irvine has the Baker Water Treatment Plant, a 28.1 million gallon per day (mgd) of drinking water treatment plant at the site of the former Baker Filtration Plant in Lake Forest. The job match found for Irvine has similar job duties, functions.
 *For Metropolitan, the WPP3 III is the journey level in the case series.
 *For Las Virgenes, the job was matched to the Journey level which has equal certification and is called a WPP3 II.

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Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
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Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
Additional Percentage (or Control Point)	Additional Percentage/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

*Glendale has the Glorietta Wells and the Verdugo Park Water Treatment Plant; Las Virgenes confirmed their Westlake location has drinking water treatment; Irvine has the Baker Water Treatment Plant a 28.1 million gallon per day (mgd) drinking water

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	41.40%
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	
Base Salary Medians (Min, Mid, Max)	\$4,957.33 \$5,621.55 \$6,496.45
Base Salary Means (Min, Mid, Max)	\$4,928.29 \$5,792.00 \$6,655.72
Percentage Needed to Reach LM Median*	-0.73%
Percentage Needed to Reach LM Mean*	At Market
Additional Percentile (or Control Point)	4.56%
	9.38%

*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

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
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Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Percentage Needed to Reach LM Median	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Water Conservation Specialist II

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Water Conservation Specialist II	\$6,692.00	\$7,422.50	\$8,153.00	21.83%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Water Resources Specialist Associate II	\$6,890.00	\$7,723.74	\$8,557.47	24.20%
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Senior Water Efficiency Analyst	\$6,915.00	\$8,173.50	\$9,432.00	36.40%
Las Virgenes Municipal Water District	Resource Conservation Specialist II	\$5,014.53	\$5,964.40	\$6,914.27	37.88%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Associate Resource Specialist	\$7,682.00	\$8,893.50	\$10,105.00	31.54%
Torrance Municipal Water	No Comparable Class				

Total Matches	
Base Salary Medians (Min, Mid, Max)	\$6,902.50 \$7,948.62 \$8,994.74
Base Salary Means (Min, Mid, Max)	\$6,625.38 \$7,688.78 \$8,752.19
Percentage Needed to Reach LM Median*	3.15%
Percentage Needed to Reach LM Mean* At Market	7.09%
Additional Percentile (or Control Point)	3.59%

*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 SO Water salaries are below the labor market and need the indicated percentage to reach the labor market; a negative number means SO Water is above the labor market

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 50th, 70th, etc. designated by the client agency) and requested to be added to data set.

Client Benchmark: Water Quality Scientist 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	Water Quality Scientist II	\$7,379.00	\$8,185.00	\$8,991.00	21.85%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Laboratory Analyst II (Flex)	\$5,144.53	\$5,776.83	\$6,409.13	24.58%
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	Senior Scientist	\$6,336.00	\$7,677.50	\$9,019.00	42.35%
Los Virgenes Municipal Water District	Laboratory Technician II	\$6,241.73	\$7,423.87	\$8,606.00	37.88%
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	Laboratory Technologist II	\$5,685.00	\$6,581.50	\$7,478.00	31.54%
Torrance Municipal Water	No Comparable Class				

Total Matches	4
Base Salary Medians (Min, Mid, Max)	\$5,963.37 \$7,002.68 \$8,042.00 34.71%
Base Salary Means (Min, Mid, Max)	\$5,851.82 \$6,864.92 \$7,878.03 34.09%
Percentage Needed to Reach LM Median*	-19.18%
Additional Percentile (or Control Point)	At Market

*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

DEFINITIONS:

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- Base Salary Means: Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Median: Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Mean: Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
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Client Benchmark: Water Quality Technician

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	Water Quality Technician	\$5,245.00	\$5,817.50	\$6,390.00	21.83%
Burbank Water and Power	No Comparable Class				
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	Water Quality Technician	\$4,232.80	\$4,754.54	\$5,276.27	24.65%
Glendale Water and Power	Water Quality Technician	\$3,356.83	\$4,394.67	\$5,432.50	61.83%
Irvine Ranch Water District	No Comparable Class				
Las Virgenes Municipal Water District	Laboratory Assistant	\$4,867.20	\$5,788.47	\$6,709.73	37.86%
Los Angeles Department of Water and Power	Laboratory Technician	\$6,090.00	\$7,370.64	\$8,651.28	42.06%
Metropolitan Water District of Southern California	Water Quality Technician I	\$4,950.00	\$5,735.50	\$6,521.00	31.74%
Torrance Municipal Water	No Comparable Class				
Total Matches					
	Base Salary Medians (Min, Mid, Max)	\$4,867.20	\$5,735.50	\$6,521.00	37.86%
	Base Salary Means (Min, Mid, Max)	\$4,699.37	\$5,608.76	\$6,518.16	39.63%
	Percentage Needed to Reach LM Median*	-7.20%	-1.41%	2.05%	
	Additional Percentile (or Control Point)	At Market	At Market	2.01%	

*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.
 *The ADWP Laboratory Technician performs field testing and has similar job duties. KSA's similar reporting structure, some minimum qualifications.
 *The Las Virgenes Laboratory Assistant performs field testing and collects samples throughout the District and water shed. Similar job duties, KSA's similar reporting structure, similar minimum qualifications.
 *CPS HR has proposed a new job series for Water Quality Technician (II)

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- Base Salary Means: Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Median: Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
- Percentage Needed to Reach LM Mean: Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
- Additional Percentile (or Control Point): Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set



Client Benchmark: Water Utility Foreman

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	Water Utility Foreman	\$6,692.00	\$7,422.50	\$8,153.00	21.83%
Burbank Water and Power	Water Supervisor (Construction)	\$6,979.70	\$8,166.58	\$9,353.46	34.01%
Calleguas Municipal Water District	No Comparable Class				
Cucamonga Valley Water District	No Comparable Class				
Eastern Municipal Water District	No Comparable Class				
Glendale Water and Power	No Comparable Class				
Irvine Ranch Water District	No Comparable Class				
Las Virgenes Municipal Water District	No Comparable Class				
Los Angeles Department of Water and Power	No Comparable Class				
Metropolitan Water District of Southern California	No Comparable Class				
Torrance Municipal Water	No Comparable Class				

Total Matches		1
Base Salary Medians (Min, Mid, Max)	\$6,979.70	\$8,166.58
Base Salary Means (Min, Mid, Max)	\$6,979.70	\$8,166.58
Percentage Needed to Reach LM Median*	4.30%	10.02%
Percentage Needed to Reach LM Mean*	4.30%	10.02%
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

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Percentage Needed to Reach LM Median	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Additional Percentile (or Control Point)	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)
	Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set

Appendix B: Salary Range Recommendations/ Pay Equity

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
EXECUTIVE MANAGEMENT					
	GENERAL MANAGER	GENERAL MANAGER	N/A	N/A	GM classification is not part of the study
	ASSISTANT GENERAL MANAGER	ASSISTANT GENERAL MANAGER	48	49	Align salary range with higher market value (result of CPS market analysis) Regrade to maintain existing relationship between jobs within the Executive Management job family
	CHIEF FINANCIAL & ADMINISTRATIVE OFFICER	CHIEF FINANCIAL & ADMINISTRATIVE OFFICER	47	48	Regrade to maintain existing relationship between jobs within the Executive Management job family
	CHIEF OPERATING OFFICER	CHIEF OPERATING OFFICER	47	48	Regrade to maintain existing relationship between jobs within the Executive Management job family; compare to Assistant General Manager
CUSTOMER SERVICE					
	CUSTOMER SERVICE MANAGER	CUSTOMER SERVICE MANAGER	36/Y-RATED	40	Regrade to maintain existing relationship

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	CUSTOMER SERVICE SUPERVISOR	CUSTOMER SERVICE SUPERVISOR	30	32	between jobs within relevant Manager positions Regrade to maintain existing relationship between jobs within relevant Supervisor positions Maintain existing relationship between jobs within relevant Supervisor positions
	ASSISTANT CUSTOMER SERVICE SUPERVISOR	SENIOR CUSTOMER SERVICE REPRESENTATIVE	27	27	relationship between jobs within job family CPS' analysis of the labor market
	CUSTOMER SERVICE REPRESENTATIVE II	CUSTOMER SERVICE REPRESENTATIVE II	24	24	found no lagging in this benchmark
	CUSTOMER SERVICE REPRESENTATIVE I	CUSTOMER SERVICE REPRESENTATIVE I	21	21	Maintain existing relationship between jobs within job series

ENGINEERING					
	CHIEF ENGINEER	CHIEF ENGINEER	46	47	Regrade to alleviate dispersion with relevant jobs and move one grade higher to range 47

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	PRINCIPAL ENGINEER CIP DESIGN	PRINCIPAL ENGINEER	41	42	to align slightly below other Executive Management positions Re-grade to maintain existing relationship between jobs within job family and avoid compression with Senior Engineer Re-grade to maintain existing relationship between jobs within job family and avoid compression with Senior Engineer Align salary range with higher market value (result of CPS market analysis) Inspector job series found to be within the market Re-grade to maintain existing relationship between
	PRINCIPAL ENGINEER DISTRIBUTION DESIGN	PRINCIPAL ENGINEER	41	42	
	SENIOR ENGINEER	SENIOR ENGINEER	38	39	
	INSPECTOR SUPERVISOR	INSPECTOR SUPERVISOR	36	36	
	CIVIL ENGINEER	ENGINEER	36	37	

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	SENIOR INSPECTOR	SENIOR INSPECTOR	34	34	Jobs within job family and avoid compression with Senior Engineer Inspector job series found to be within the market
	ASSOCIATE ENGINEER	ASSOCIATE ENGINEER	34	35	All professional engineering series moves up 1-range; maintain the same relationship between jobs within series
	ASSISTANT ENGINEER (VACANT)	ASSISTANT ENGINEER	31	32	All professional engineering series moves up 1-range; maintain the same relationship between jobs within series
	SENIOR ENGINEERING TECHNICIAN (VACANT)	SENIOR ENGINEERING TECHNICIAN	30	30	Maintain existing relationship between jobs within series
	INSPECTOR	INSPECTOR II (NEW CLASS SERIES)	29	29	Inspector job series found to be within the market

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
N/A		INSPECTOR I (NEW CLASS SERIES)	N/A	28	CPS compared journey level Inspector to the market and found no discrepancy; entry level, therefore, is assigned to a lower range CPS' analysis of the labor market found no lagging in this benchmark Maintain existing relationship between jobs within series CPS compared journey level Inspector to the market and found no discrepancy; entry level, therefore, is assigned to a lower range
	ENGINEERING TECHNICIAN II	ENGINEERING TECHNICIAN II	27	27	
	ENGINEERING TECHNICIAN I	ENGINEERING TECHNICIAN I	24	24	
	CROSS CONNECTION SPECIALIST I	INSPECTOR I	21/Y-RATED	28	

FINANCE/ACCOUNTING	DIRECTOR OF FINANCE AND ADMINISTRATION	DIRECTOR OF FINANCE & ADMINISTRATION	45	46	Align salary range with higher market value
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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	CONTROLLER	CONTROLLER	40	43	(result of CPS market analysis); align with other Director-level positions Regrade to 3-ranges below supervisor and to align better with relevant jobs with similar scope and complexity of work Maintain existing relationship between jobs within series Maintain existing relationship between jobs within series CPS' analysis of the labor market found no lagging in this benchmark Maintain existing relationship between jobs within series
	SENIOR FINANCIAL ANALYST (VACANT)	SENIOR FINANCIAL ANALYST	35	35	
	ACCOUNTING MANAGER (VACANT)	ACCOUNTING MANAGER	34	34	
	FINANCIAL ANALYST	FINANCIAL ANALYST	32	32	
	SENIOR ACCOUNTANT	SENIOR ACCOUNTANT	31	31	

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
ACCOUNTANT	ACCOUNTANT	ACCOUNTANT	28	28	CPS' analysis of the labor market found no significant lagging in this benchmark
N/A	N/A	PAYROLL SPECIALIST	N/A	27	New job class; required higher qualifications and more complex duties that Senior Accounting Tech
SENIOR ACCOUNTING TECHNICIAN	SENIOR ACCOUNTING TECHNICIAN	SENIOR ACCOUNTING TECHNICIAN	26	26	CPS' analysis of the labor market found no lagging in this benchmark
ACCOUNTING TECHNICIAN II	ACCOUNTING TECHNICIAN II	ACCOUNTING TECHNICIAN II	23	23	Maintain existing relationship between jobs within series
ACCOUNTING TECHNICIAN I	ACCOUNTING TECHNICIAN I	ACCOUNTING TECHNICIAN I	21	21	Maintain existing relationship between jobs within series
HUMAN RESOURCES					
HUMAN RESOURCES/RISK MANAGEMENT SUPERVISOR	HUMAN RESOURCES/RISK MANAGEMENT SUPERVISOR	HUMAN RESOURCES MANAGER	40	43	Regrade to maintain existing

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
					relationship between jobs within relevant Manager positions; align salary range with higher market value (result of CPS market analysis) Align salary range with higher market value (result of CPS market analysis)
	HUMAN RESOURCES ANALYST	HUMAN RESOURCES ANALYST	30	31	
	N/A	HUMAN RESOURCES SPECIALIST	N/A	27	

TECHNOLOGY SERVICES					
	DIRECTOR OF TECHNOLOGY SERVICES	DIRECTOR OF TECHNOLOGY SERVICES	45	46	Align salary range with higher market value (result of CPS market analysis); align with other Director-level positions Maintain existing relationship between
	INFORMATION TECHNOLOGY ADMINISTRATOR (VACANT)	INFORMATION TECHNOLOGY SUPERVISOR	34	35	

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
					Jobs within IT series
	GIS SUPERVISOR/PLANNER	GIS MANAGER	33	40	Maintain existing relationship with relevant management classes New class; maintain existing relationship with relevant IT classes New class; maintain existing relationship between jobs within GIS series and align with IT Analyst Maintain existing relationship with relevant IT classes Maintain existing relationship between jobs within series Align salary range with higher market value (result of CPS market analysis)
	N/A	INFORMATION TECHNOLOGY SPECIALIST (NEW CLASS)	N/A	32	
	N/A	GIS ANALYST	N/A	31	
	SENIOR IT TECHNICIAN	SENIOR IT TECHNICIAN	30	30	
	IT TECHNICIAN	INFORMATION TECHNOLOGY TECHNICIAN II (NEW CLASS SERIES)	27	28	
	GIS/CAD TECHNICIAN II	GIS TECHNICIAN II	27	29	

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
N/A		INFORMATION TECHNOLOGY TECHNICIAN I (NEW CLASS SERIES)	N/A	27	New class; maintain existing relationship between jobs within series
GIS/CAD TECHNICIAN I		GIS TECHNICIAN I	24	26	Maintain existing relationship between jobs within series

OPERATIONS

DIRECTOR OF OPERATIONS & MAINTENANCE		DIRECTOR OF OPERATIONS & MAINTENANCE	45	46	Align salary range with higher market value (result of CPS market analysis); align with other Director-level positions and slot 2-ranges below COO
OPERATIONS SUPERINTENDENT (VACANT)		WATER DISTRIBUTION MANAGER (VACANT)	38	40	Align salary range with higher market value (result of CPS market analysis)
PRODUCTION SUPERVISOR		WATER SYSTEMS SUPERVISOR	35	35	Maintain existing relationship between jobs within series

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	OPERATIONS SUPERVISOR	UTILITY SUPERVISOR	35	35	CPS' analysis of the labor market found no lagging in this benchmark Maintain existing relationship between jobs within series The Production Foreman position was approved by the Board in March 2020; this classification was not studied by CPS HR however; we suggest an alternate title to replace "Production Foreman" with a more gender-neutral title such as Lead Water Systems Worker Maintain existing 5-range separation between
	WATER QUALITY/REGULATORY COMPLIANCE SUPERVISOR	WATER QUALITY SUPERVISOR	35	35	
	PRODUCTION FOREMAN	LEAD WATER SYSTEMS WORKER	33	33	
	SAFETY OFFICER	ENVIRONMENTAL HEALTH & SAFETY SUPERVISOR	32	33	

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
					Coordinator and Supervisor New class; maintain relationship with other supervisor classes in job family Suggest one grade higher to a maintain 3-range (15%) separation between Senior Utility Worker and to align with Senior Water Systems Technician; CPS HR suggests an alternate title to replace "Water Utility Foreman" with a more gender-neutral title such as Lead Utility Worker Maintain existing relationship between jobs within series; 3-range (15%)
	WATER UTILITY FOREMAN	FIELD SERVICES SUPERVISOR	N/A	35	
	WATER UTILITY FOREMAN	LEAD UTILITY WORKER	30	31	
	SENIOR PRODUCTION OPERATOR	SENIOR WATER SYSTEMS TECHNICIAN	29	31	

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	WATER QUALITY SPECIALIST	WATER QUALITY SPECIALIST	28	32	separation between WST II level. Regrade to align with Water Quality Scientist II. Per Director, this classification requires a BA degree, incumbents are required to analyze data, write reports and comply with regulatory guidelines. Maintain 3-range (15%) separation between Specialist II and Coordinator New proposed classification ; maintain 3-range (15%) separation between WQT II. Suggest one grade higher to maintain existing 3-range (15%) separation between
	EMERGENCY PREPARDNESS & SAFETY COORDINATOR	EMERGENCY PREPARDNESS & SAFETY COORDINATOR	27	28	
N/A		SENIOR WATER QUALITY TECHNICIAN	N/A	28	
	SENIOR UTILITY WORKER	SENIOR UTILITY WORKER	27	28	

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	SENIOR FIELD CUSTOMER SERVICE REPRESENTATIVE	SENIOR FIELD SERVICES WORKER	27	28	Jobs within Utility series Regrade one range higher to maintain existing 3-range (15%) separation between jobs within Field Services series Maintain existing relationship between jobs within series: 3-range (15%) separation between levels II and I New class; establish 2-range (10%) separation between levels I and II Maintain existing relationship between jobs within series: 3-range (15%) separation between levels I and I level; regrade 2-ranges higher to align with
	PRODUCTION OPERATOR II	WATER SYSTEMS TECHNICIAN II	26	28	
	SAFETY SPECIALIST	SAFETY SPECIALIST II (NEW CLASS SERIES)	N/A	25	
	PRODUCTION OPERATOR I	WATER SYSTEMS TECHNICIAN I	23/Y-RATED	25	

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	UTILITY WORKER II	UTILITY WORKER II	24	25	Utility Worker II Align salary range with higher market value (result of CPS market analysis) Regrade one grade higher to align with Utility Worker II
	FIELD CUSTOMER SERVICE REPRESENTATIVE II	FIELD SERVICES WORKER II	24	25	Worker II and establish 3- range (15%) separation from FSW I class New class; regrade to align with Utility Worker II
	WATER QUALITY DISTRIBUTION TECHNICIAN	WATER QUALITY TECHNICIAN II	24	25	Worker II and establish 2-range (10%) separation from WQT II class
	WAREHOUSE TECHNICIAN	PURCHASING/WAREHOUSE TECHNICIAN	23	23	Maintain existing range; keep at the same range as Acct Tech II
	WATER QUALITY DISTRIBUTION TECHNICIAN	WATER QUALITY TECHNICIAN I	23	23	CPS' analysis of the labor market found no lagging in this benchmark

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
N/A		SAFETY SPECIALIST I (NEW CLASS SERIES)	21	23	New class; align salary range with higher market value (result of CPS market analysis) Regrade one range higher to align with entry level FSW I and maintain existing 3-range (15%) separation from UW II class
	UTILITY WORKER I	UTILITY WORKER I	21	22	Regrade one range higher to align with entry level Utility Worker I position and maintain existing 3-range (15%) separation from FSW II class
	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 maintain existing 3-range (15%) separation from FSW II class

TREATMENT & MAINTENANCE					
	OPERATIONS AND MAINTENANCE SUPERINTENDENT	WATER TREATMENT MANAGER	40	40	CPS' analysis of the labor market found no lagging in this benchmark
	DISTRIBUTION MECHANICAL SUPERVISOR (VACANT)	WATER SYSTEMS SUPERVISOR	35	35	Maintain existing relationship

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	ELECTRICAL/INSTRUMENTATION SUPERVISOR	ELECTRICAL/INSTRUMENTATION SUPERVISOR	35	35	between jobs within series Maintain existing relationship between jobs within series
	SENIOR TREATMENT PLANT OPERATOR	SENIOR TREATMENT PLANT OPERATOR	33	33	Maintain existing relationship between jobs within series
	BUILDING & GROUNDS SUPERVISOR	BUILDING & GROUNDS SUPERVISOR	31	31	Maintain existing relationship between jobs within series
	SENIOR ELECTRICAL TECHNICIAN	SCADA TECHNICIAN II (NEW CLASS SERIES)	31	33	Reallocated to SCADA Tech II title; establish 2-range (10%) separation between levels I and II New class; establish 2-range (10%) below SCADA Tech II
	N/A	SCADA TECHNICIAN I (NEW CLASS SERIES)	N/A	31	Maintain existing relationship between jobs within series
	SENIOR ELECTRICAL TECHNICIAN	SENIOR ELECTRICAL TECHNICIAN	31	31	Maintain existing relationship between jobs within series
	SENIOR INSTRUMENTATION TECHNICIAN	SENIOR INSTRUMENTATION TECHNICIAN	31	31	Maintain existing relationship

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	SENIOR DISTRIBUTION/MECHANICAL TECHNICIAN	SENIOR WATER SYSTEMS TECHNICIAN	31	31	between jobs within series Maintain existing relationship between jobs within series CPS' analysis of the labor market
	TREATMENT PLANT OPERATOR II	TREATMENT PLANT OPERATOR II	31	31	found no lagging in this benchmark Maintain existing relationship between jobs within series CPS' analysis of the labor market
	TREATMENT PLANT OPERATOR I (VACANT)	TREATMENT PLANT OPERATOR I	28	28	found no lagging in this benchmark Maintain existing relationship between jobs within series CPS' analysis of the labor market
	ELECTRICAL/INSTRUMENTATION TECHNICIAN	ELECTRICAL/INSTRUMENTATION TECHNICIAN	28	28	found no lagging in this benchmark CPS' analysis of the labor market
	DISTRIBUTION/MECHANICAL TECHNICIAN II	WATER SYSTEMS TECHNICIAN II	28	28	found no lagging in this benchmark CPS' analysis of the labor market
	SENIOR FACILITIES MAINTENANCE TECHNICIAN	SENIOR FACILITIES MAINTENANCE TECHNICIAN	27	27	benchmark existing relationship between jobs within facilities series

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	DISTRIBUTION/MECHANICAL TECHNICIAN I	WATER SYSTEMS TECHNICIAN I	25	25	Maintain existing relationship between jobs within series
	FACILITIES MAINTENANCE TECHNICIAN II	FACILITIES MAINTENANCE TECHNICIAN II	24	24	CPS' analysis of the labor market found no lagging in this benchmark
	FACILITIES MAINTENANCE TECHNICIAN I (VACANT)	FACILITIES MAINTENANCE TECHNICIAN I	21	21	Maintain existing relationship between jobs within series

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SECRETARIAL/ADMINISTRATIVE SUPPORT

SENIOR MANAGEMENT ANALYST	SENIOR MANAGEMENT ANALYST	36	36	Establish 3-range (15%) separation from Management Analyst II
BOARD SECRETARY	BOARD SECRETARY/EXECUTIVE ASSISTANT	34	35	Establish 3-range (15%) separation from the Executive Assistant; incumbent supervises staff
MANAGEMENT ANALYST	MANAGEMENT ANALYST II (NEW CLASS SERIES)	33	33	New class; establish 3-range (15%) separation from Management Analyst I

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	ADMINISTRATIVE ANALYST	MANAGEMENT ANALYST I (NEW CLASS SERIES)	30	30	New class; establish 3-range (15%) separation from Management Analyst II Align salary range with higher market value (result of CPS market analysis); provides advanced administrative support to the COO, Assistant General Manager or the Chief Engineer New class; establish 2-range (10%) separation from level II Same level as Senior Accounting Technician Maintain current internal relationships with Purchasing Coordinator Align salary range with higher market value
	EXECUTIVE ASSISTANT; ADMINISTRATIVE TECHNICIAN (1 Incumbent)	EXECUTIVE ASSISTANT	29	32	
	N/A	SENIOR ADMINISTRATIVE TECHNICIAN	N/A	27	
	PURCHASING COORDINATOR	PURCHASING COORDINATOR	26	26	
	PURCHASING TECHNICIAN (VACANT)	WAREHOUSE/PURCHASING TECHNICIAN	23	23	
	ADMINISTRATIVE ASSISTANT	SENIOR OFFICE ASSISTANT II	23	23	

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	OFFICE ASSISTANT II	OFFICE ASSISTANT II	20	21	(result of CPS market analysis) Maintain existing relationship between jobs within series Maintain existing relationship between jobs within series
	OFFICE ASSISTANT I (VACANT)	OFFICE ASSISTANT I	17	18	relationship between jobs within series

WATER QUALITY SCIENTIST/LABORATORY					
	LABORATORY & REGULATORY AFFAIRS SUPERVISOR	WATER QUALITY LABORATORY MANAGER	37	40	Reallocated to Manager title; maintain relationship with other relevant management classes CPS' analysis of the labor market found no lagging in this benchmark Maintain existing relationship between jobs within series
	WATER QUALITY SCIENTIST II	WATER QUALITY SCIENTIST II	32	32	
	WATER QUALITY SCIENTIST I (VACANT)	WATER QUALITY SCIENTIST I	29	29	

JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
WATER RESOURCES, WATERSHED & OUTREACH	DIRECTOR OF WATER RESOURCES	DIRECTOR OF WATER RESOURCES	45	46	Regrade 1-range higher to align with other Director-level positions Regrade 1-range higher to maintain existing 3-range (15% separation from Senior Water Resources Planner Maintain 2-range (10%) separation from Water Resources Planner; align with Senior Engineer CPS' analysis of the labor market found no lagging in this benchmark; however, recommend to move 1-range higher to align with other Manager-level job
	PRINCIPAL WATER RESOURCES PLANNER	PRINCIPAL WATER RESOURCES PLANNER	41	42	
	SENIOR WATER RESOURCES PLANNER (VACANT)	SENIOR WATER RESOURCES PLANNER	38	39	
	PUBLIC INFORMATION OFFICER	COMMUNICATIONS MANAGER	39	40	

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	WATER RESOURCES PLANNER	WATER RESOURCES PLANNER	36	37	within WR job family Maintain existing 2-range (10%) separation from Senior Water Resources Planner Align salary range with higher market value (result of CPS market analysis) Maintain 2-range (10%) separation from Sr Water Conservation Specialist Maintain existing relationship between jobs within series Maintain existing 2-range (10%) separation from Water Resources Planner Maintain existing relationship between jobs within series
	RESOURCE CONSERVATION MANAGER	SUSTAINABILITY MANAGER	36/Y-RATED	40	
	WATER CONSERVATION SUPERVISOR (VACANT)	WATER CONSERVATION SUPERVISOR	36/Y-RATED	37	
	PUBLIC AFFAIRS SPECIALIST III (VACANT)	SENIOR PUBLIC AFFAIRS SPECIALIST	34	34	
	ASSOCIATE WATER RESOURCES PLANNER	ASSOCIATE WATER RESOURCES PLANNER	34	35	
	WATER CONSERVATION SPECIALIST III	SENIOR WATER CONSERVATION SPECIALIST	33	35	

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	PUBLIC AFFAIRS SPECIALIST II	PUBLIC AFFAIRS SPECIALIST II	31	31	Maintain existing relationship between jobs within series
	WATER CONSERVATION SPECIALIST II	WATER CONSERVATION SPECIALIST II	30	32	Align salary range with higher market value (result of CPS market analysis)
	LEAD WATER CONSERVATION/EDUCATIONAL SPECIALIST	WATER EDUCATION SUPERVISOR	28	30	Maintain existing internal relationship
	PUBLIC AFFAIRS SPECIALIST I (VACANT)	PUBLIC AFFAIRS SPECIALIST I	28	28	2-range (10% separation with Water Conservation Specialist II)
	WATER CONSERVATION SPECIALIST I	WATER CONSERVATION SPECIALIST I	27	29	Maintain existing internal relationship of 3-range (15% separation with Water Conservation Specialist II)
	WATER CONSERVATION EDUCATION SPECIALIST	WATER EDUCATION INSTRUCTOR	26	28	Maintain existing internal relationship of 2-range

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JOB FAMILY	CURRENT CLASSIFICATION	PROPOSED CLASSIFICATION	CURRENT SALARY RANGE	PROPOSED SALARY RANGE	RATIONALE FOR RANGE CHANGE
	EVENT COORDINATOR	EVENT COORDINATOR	26	26	(10%) separation with Water Education Supervisor Maintain existing relationship between jobs within series

Appendix C: Economic Research Institute (ERI) Salary Survey

ERI Results Summary

CPS HR Consulting was directed by the Agency to conduct a salary survey originally for 13 identified benchmark classifications which included 2 new benchmarks not part of original list using a tool called Economic Research Institute (ERI) to survey private water utilities industry salaries and also diversified industry salaries in Los Angeles County. After the October 19, 2020 F & A Committee meeting, SCVWA directed CPS HR to add all of the 40 benchmarks to the survey. CPS HR Consulting is a subscriber to the Economic Research Institute (ERI) which is a leader in compensation analytics and provides compensation applications for private and public organizations. ERI compiles the most robust compensation survey data available, with current market data for more than 1,100 industry sectors. With data gathered from online surveys and an extensive survey library, ERI's staff of researchers provides subscribers with assessments of salaries, cost-of-living comparisons, and executive compensation information. ERI subscribers include the majority of the Fortune 500 and thousands of other public and private organizations. ERI collects salary survey data from internal surveys, third-party salary surveys, and public sources to benchmark compensation and calculate geographic salary differentials. Adding private sector compensation data is intended to help assist in understanding how competitive the SCVWA ranges were in the broad relevant labor market outside public agencies labor market. This broad view of the relevant labor market is based on the premise that any labor market segment (geography, industry, business model, size, etc.) where the agency hires and loses its qualified employees to is considered as relevant and critical to fair and competitive pay administration.

Collaboratively with SCVWA, CPS HR concluded that adding this source of private compensation data will give SCVWA a broad understanding of entire labor market relevant to the agency. Because the ERI data is collected from the multiple surveys and sources, it was decided to use "All Industries-Diversified" market segment, which has larger private component, and private water utility segment, which includes private entities within the industry. Once the salary data was collected from ERI and the CPS HR survey of the 10 labor market water agencies, it was presented as separate data sets.

The ERI "All Industries-Diversified Industries" salary survey summary table below shows that 8 benchmarks were found to be below the labor market median, 22 benchmarks were found to be above the labor market median, 7 benchmarks were at the market median (within 5% above or below the labor market) and 5 benchmarks had no comparable classification match.

The “Private Water Industries” salary survey summary table shows that 5 benchmarks were found to be below the labor market median, 25 benchmarks were found to be above the labor market median, 7 benchmarks were at the market median (within 5% above or below the labor market) and 5 benchmarks had no comparable classification match.

In comparison with current SCVW Agency ranges both data sets showed mixed results, where some benchmarks were consistently below or above both data sets, while others above market in one data set and below in another.

The general understanding of the private data set suggested that some professional and management SCVW Agency jobs were under the labor market median, while some skilled labor jobs were over the private sector labor market median. More detail analysis and comparison of the ERI data sets as compared to the initial labor market survey data sets will require additional time and efforts led by the SCVW Agency.

ERI-All Industries Diversified (Los Angeles County)

SCV Water Benchmark Classification	ERI Classification Position Match	ERI Base			SCVWA Base			SCVWA Base		Variance from Market Median
		Min Monthly	Mid Monthly	Max Monthly	Base Min Monthly	Base Mid Monthly	Base Max Monthly	Base Min Monthly	Base Max Monthly	
Accountant	Accountant	6,182	7,320	8,826	6,070	6,733	7,396	6,070	7,396	-8.72%
Administrative Technician	Administrative Assistant	3,792	4,484	5,371	5,245	5,818	6,390	5,245	6,390	22.92%
Assistant General Manager	Operations Director	14,487	18,932	24,677	16,107	17,866	19,625	16,107	19,625	-5.97%
Building and Grounds Supervisor	Building and Grounds Supervisor	6,296	7,486	9,008	7,026	7,794	8,561	7,026	8,561	3.95%
Chief Engineer	Engineering Top Officer	16,816	23,482	32,097	14,610	16,206	17,801	14,610	17,801	-44.90%
Customer Service Manager	Customer Service Manager	7,365	8,877	10,813	8,970	9,950	10,929	8,970	10,929	10.78%
Customer Service Representative II	Customer Service Representative (Specialized Calls)	4,266	4,993	5,927	4,994	5,540	6,085	4,994	6,085	9.86%
Director of Finance and Administration	Finance Director	13,344	17,260	22,311	13,913	15,433	16,952	13,913	16,952	-11.84%
Director of Operation and Maintenance	Field Operations Director	12,414	16,268	21,203	13,913	15,433	16,952	13,913	16,952	-5.41%

SCV Water Benchmark Classification	ERI Classification Position Match	ERI Base Monthly			SCVWA Base Monthly			SCVWA Base Monthly			SCVWA Variance from Market	
		Min	Mid	Max	Min	Mid	Max	Min	Mid	Max	Variance	Median
Director of Technology Services	Information Technology Director	11,558	15,194	19,834	13,913	15,433	16,952	13,913	15,433	16,952	1.54%	
Director of Water Resources	No Comparable Class	--	--	--	13,913	15,433	16,952	13,913	15,433	16,952	--	
Distribution/Mechanical Technician II	Mechanic Maintenance	4,682	5,397	6,313	6,070	6,733	7,396	6,070	6,733	7,396	19.84%	
Electrical/Instrumentation Technician	Mechanical Instrument Repairer	4,877	5,880	7,179	6,070	6,733	7,396	6,070	6,733	7,396	12.67%	
Engineering Technician II	Engineering Technician	5,504	6,532	7,863	5,781	6,413	7,044	5,781	6,413	7,044	-1.86%	
Executive Assistant	Executive Secretary VP	5,327	6,286	7,541	6,375	7,072	7,768	6,375	7,072	7,768	11.10%	
Facilities Maintenance Technician	Maintenance Service Worker	4,067	4,676	5,471	4,314	4,785	5,256	4,314	4,785	5,256	2.27%	
Field Customer Service Representative II	No Comparable Class	--	--	--	4,994	5,540	6,085	4,994	5,540	6,085	--	
Financial Analyst	Financial Analyst	7,490	8,901	10,712	7,379	8,185	8,991	7,379	8,185	8,991	-8.74%	
GIS Technician II	GIS Specialist	5,168	6,209	7,559	5,781	6,413	7,044	5,781	6,413	7,044	3.17%	
Human Resources Analyst	Human Resources Analyst	5,643	6,685	8,058	6,692	7,423	8,153	6,692	7,423	8,153	9.94%	
Human Resources Specialist	Human Resources Specialist	4,165	4,926	5,911	5,781	6,413	7,044	5,781	6,413	7,044	23.19%	
Human Resources Supervisor	Human Resources Manager	9,413	11,290	13,647	10,901	12,092	13,282	10,901	12,092	13,282	6.63%	
Inspector II	Inspector Construction	5,401	6,530	7,966	6,375	7,072	7,768	6,375	7,072	7,768	7.66%	
Laboratory and Regulatory Affairs Supervisor	Water Quality Manager	6,096	7,329	8,954	9,417	10,446	11,474	9,417	10,446	11,474	29.83%	
Management Analyst	Management Analyst	6,204	7,454	9,094	7,749	8,596	9,442	7,749	8,596	9,442	13.28%	
Office Assistant II	Administrative Clerk	3,188	3,593	4,159	4,110	4,559	5,008	4,110	4,559	5,008	21.20%	

SCV Water Benchmark Classification	ERI Classification Position Match	ERI Base Monthly			SCVWA Base Monthly			SCVWA Base Monthly			SCVWA Variance from Market Median	
		Min	Mid	Max	Min	Mid	Max	Min	Mid	Max	Variance from Market	Median
Operations and Maintenance Superintendent	Water Treatment Plant Manager	8,118	9,773	11,859	10,901	12,092	13,282					19.18%
Operations Supervisor	Utilities Superintendent	6,935	8,435	10,350	8,542	9,475	10,407					10.97%
Production Operator II	Water Treatment Operator	4,616	5,562	6,783	6,070	6,733	7,396					17.40%
Public Information Officer	Public Relations Manager	8,803	10,601	12,852	10,384	11,518	12,652					7.96%
Resource Conservation Manager	Sustainability Manager	6,292	7,468	9,007	8,970	9,950	10,929					24.94%
Safety Specialist	Safety Analyst	4,892	5,869	7,130	4,314	4,785	5,256					-22.66%
Senior Accounting Technician	Accounting Technician	5,631	6,564	7,805	5,507	6,109	6,710					-7.46%
Senior Engineer	Engineer Civil	8,155	9,788	11,868	10,384	11,518	12,652					15.02%
Senior IT Technician	IT Technical Support Specialist	6,186	7,340	8,861	6,692	7,423	8,153					1.11%
Treatment Plant Operator II	Water Treatment Operator	4,616	5,562	6,783	7,026	7,794	8,561					28.64%
Utility Worker II	Utility Operator	3,246	3,850	4,691	4,994	5,540	6,085					30.49%
Warehouse Technician	Warehouse Worker	2,936	3,370	3,921	4,757	5,277	5,796					36.13%
Water Conservation Specialist II	No Comparable Class	--	--	--	6,692	7,423	8,153					--
Water Quality Scientist II	Scientist Environmental	6,717	8,092	9,865	7,379	8,185	8,991					1.14%
Water Quality Technician II	No Comparable Class	--	--	--	5,245	5,818	6,390					--
Water Quality Foreman	No Comparable Class	--	--	--	8,542	9,475	10,407					--

A positive number represents SCV Water salary is above the labor market median by the percentage listed in the last column. A negative number means SCV Water is below the labor market median.

SCV Water Benchmark Classification	ERI Classification Position Match	ERI Base Min Monthly	ERI Base Mid Monthly	ERI Base Max Monthly	SCVWA Base Min Monthly	SCVWA Base Mid Monthly	SCVWA Base Max Monthly	SCVWA Variance from Market Median
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CPS HR may have proposed a new title for some benchmark classifications. Any proposed title changes are listed as footnotes on the individual datasheets.

Prepared for: Santa Clarita Valley Water

Area: Los Angeles, California

Industry: All Industries - Diversified

Codes: eSIC: 0000, NAICS: 000000, usSEC: 0000

Size: (Data reported by years of experience)

Planning Date: 10/30/2020

Years of Experience: Default

Data as of: 10/1/2020

ERI-Private Water Utilities (Los Angeles County)

SCV Water Benchmark Classification	ERI Classification Position Match	ERI Base Min Monthly	ERI Base Mid Monthly	ERI Base Max Monthly	SCVWA Base Min Monthly	SCVWA Base Mid Monthly	SCVWA Base Max Monthly	SCVWA Variance from Market Median
Accountant	Accountant	6,022	7,078	8,487	6,070	6,733	7,396	-5.13%
Administrative Technician	Administrative Assistant	3,761	4,437	5,307	5,245	5,818	6,390	23.72%
Assistant GM	Operations Director	13,822	17,993	23,384	16,107	17,866	19,625	-0.71%
Building and Grounds Supervisor	Building and Grounds Supervisor	6,135	7,246	8,677	7,026	7,794	8,561	7.02%
Chief Engineer	Engineering Top Officer	16,212	21,868	29,230	14,610	16,206	17,801	-34.94%
Customer Service Manager	Customer Service Manager	7,119	8,528	10,352	8,970	9,950	10,929	14.29%
Customer Service Representative II	Customer Service Representative (Specialized Calls)	4,236	4,914	5,791	4,994	5,540	6,085	11.30%
Director of Finance and Administration	Finance Director	12,740	16,417	21,157	13,913	15,433	16,952	-6.38%
Director of Operation and Maintenance	Field Operations Director	11,867	15,494	20,127	13,913	15,433	16,952	-0.40%
Director of Technology Services	Information Technology Director	11,055	14,480	18,835	13,913	15,433	16,952	6.17%
Director of Water Resources	No Comparable Class	--	--	--	13,913	15,433	16,952	--
Distribution/Mechanical Technician II	Mechanic Maintenance	4,623	5,288	6,149	6,070	6,733	7,396	21.46%
Electrical/Instrumentation Technician	Mechanical Instrument Repairer	4,797	5,732	6,951	6,070	6,733	7,396	14.87%
Engineering Technician II	Engineering Technician	5,394	6,352	7,601	5,781	6,413	7,044	0.94%
Executive Assistant	Executive Secretary VP	5,233	6,126	7,302	6,375	7,072	7,768	13.37%
Facilities Maintenance Technician	Maintenance Service Worker	4,049	4,614	5,361	4,314	4,785	5,256	3.57%
Field Customer Service Representative II	No Comparable Class	--	--	--	4,994	5,540	6,085	--
Financial Analyst	Financial Analyst	7,240	8,554	10,260	7,379	8,185	8,991	-4.50%
GIS Technician II	GIS Specialist	5,079	6,050	7,317	5,781	6,413	7,044	5.65%

SCV Water Benchmark Classification	ERI Classification Position Match	ERI Base Min Monthly	ERI Base Mid Monthly	ERI Base Max Monthly	SCVWA Base Min Monthly	SCVWA Base Mid Monthly	SCVWA Base Max Monthly	SCVWA Variance from Market Median
Human Resources Analyst	Human Resources Analyst	5,516	6,485	7,770	6,692	7,423	8,153	12.63%
Human Resources Specialist	Human Resources Specialist	4,133	4,841	5,766	5,781	6,413	7,044	24.50%
Human Resources Supervisor	Human Resources Manager	9,034	10,800	13,025	10,901	12,092	13,282	10.69%
Inspector II	Inspector Construction	5,305	6,357	7,709	6,375	7,072	7,768	10.10%
Laboratory and Regulatory Affairs Supervisor	Water Quality Manager	5,936	7,082	8,603	9,417	10,446	11,474	32.20%
Management Analyst	Management Analyst	6,040	7,203	8,739	7,749	8,596	9,442	16.21%
Office Assistant II	Administrative Clerk	3,172	3,565	4,119	4,110	4,559	5,008	21.80%
Operations and Maintenance Superintendent	Water Treatment Plant Manager	7,824	9,373	11,344	10,901	12,092	13,282	22.48%
Operations Supervisor	Utilities Superintendent	6,736	8,138	9,941	8,542	9,475	10,407	14.10%
Production Operator II	Water Treatment Operator	4,565	5,447	6,593	6,070	6,733	7,396	19.11%
Public Information Officer	Public Relations Manager	8,453	10,142	12,268	10,384	11,518	12,652	11.95%
Resource Conservation Manager	Sustainability Manager	6,122	7,215	8,658	8,970	9,950	10,929	27.48%
Safety Specialist	Safety Analyst	4,828	5,739	6,923	4,314	4,785	5,256	-19.95%
Senior Accounting Technician	Accounting Technician	5,631	6,564	7,805	5,507	6,109	6,710	-7.46%
Senior Engineer	Engineer Civil	8,155	9,788	11,868	10,384	11,518	12,652	15.02%
Senior IT Technician	IT Technical Support Specialist	6,021	7,092	8,516	6,692	7,423	8,153	4.45%
Treatment Plant Operator II	Water Treatment Operator	4,565	5,447	6,593	7,026	7,794	8,561	30.11%
Utility Worker II	Utility Operator	3,226	3,815	4,637	4,994	5,540	6,085	31.14%
Warehouse Technician	Warehouse Worker	2,936	3,370	3,921	4,757	5,277	5,796	36.13%
Water Conservation Specialist II	No Comparable Class	--	--	--	6,692	7,423	8,153	--

SCV Water Benchmark Classification	ERI Classification Position Match	ERI Base Min Monthly	ERI Base Mid Monthly	ERI Base Max Monthly	SCVWA Base Min Monthly	SCVWA Base Mid Monthly	SCVWA Base Max Monthly	SCVWA Variance from Market Median
Water Quality Scientist II	Scientist Environmental	6,514	7,795	9,462	7,379	8,185	8,991	4.76%
Water Quality Technician II	No Comparable Class	--	--	--	5,245	5,818	6,390	--
Water Quality Foreman	No Comparable Class	--	--	--	8,542	9,475	10,407	--

A positive number represents SCV Water salary is above the labor market median by the percentage listed in the last column. A negative number means SCV Water is below the labor market median.

CPS HR may have proposed a new title for some benchmark classifications. Any proposed title changes are listed as footnotes on the individual datasheets.

ORGANIZATION DATA:

Prepared for: SCVW

Area: Los Angeles, California

Industry: Private Water Utilities

Codes: eSIC: 4940, NAICS: 221300, usSEC: 4941

Size: (Data reported by years of experience)

Planning Date: 10/30/2020

Years of Experience: Default

Data as of: 10/1/2020

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**Appendix C: Economic Research Institute (ERI) Salary
Survey Summary including “All Diversified
Industries” & “Private Water Utilities” Combined-
Individual ERI Data sheets**

The ERI salary survey summary table below with both data sets combined shows that 13 benchmarks were found to be below the labor market median, 14 benchmarks were found to be above the labor market median, 10 benchmarks were at the market median (within 5% above or below the labor market) and 5 benchmarks had no comparable classification match.

ERI Summary- “All Diversified Industries” & “Private Water Utilities” (Combined)

Classification Title	# of matches	SCVWA Base Salary Minimum	SCVWA Base Salary Midpoint	SCVWA Base Salary Maximum	ERI Base Salary Min	ERI Base Salary Mid	ERI Base Salary Max	Market Variance from Min	Market Variance from Mid	Market Variance from Max
Accountant	2	\$6,070.00	\$6,733.00	\$7,396.00	\$6,102.00	\$7,379.25	\$8,656.50	0.53%	9.60%	17.04%
Administrative Technician	2	\$5,245.00	\$5,817.50	\$6,390.00	\$3,776.50	\$4,557.75	\$5,339.00	-28.00%	-21.65%	-16.45%
Assistant General Manager	2	\$16,107.00	\$17,866.00	\$19,625.00	\$14,154.50	\$19,092.50	\$24,030.50	-12.12%	6.86%	22.45%
Building and Grounds Supervisor	2	\$7,026.00	\$7,793.50	\$8,561.00	\$6,215.50	\$7,529.00	\$8,842.50	-11.54%	-3.39%	3.29%
Chief Engineer	2	\$14,610.00	\$16,205.50	\$17,801.00	\$16,514.00	\$23,588.75	\$30,663.50	13.03%	45.56%	72.26%
Customer Service Manager	2	\$8,970.00	\$9,949.50	\$10,929.00	\$7,242.00	\$8,912.25	\$10,582.50	-19.26%	-10.43%	-3.17%
Customer Service Representative II	2	\$4,994.00	\$5,539.50	\$6,085.00	\$4,251.00	\$5,055.00	\$5,859.00	-14.88%	-8.75%	-3.71%
Director of Finance and Administration	2	\$13,913.00	\$15,432.50	\$16,952.00	\$13,042.00	\$17,388.00	\$21,734.00	-6.26%	12.67%	28.21%
Director of Operation and Maintenance	2	\$13,913.00	\$15,432.50	\$16,952.00	\$12,140.50	\$16,402.75	\$20,665.00	-12.74%	6.29%	21.90%
Director of Technology Services	2	\$13,913.00	\$15,432.50	\$16,952.00	\$11,306.50	\$15,320.50	\$19,334.50	-18.73%	-0.73%	14.05%
Director of Water Resources	0	\$13,913.00	\$15,432.50	\$16,952.00	--	--	--	--	--	--
Distribution/Mechanical Technician II	2	\$6,070.00	\$6,733.00	\$7,396.00	\$4,652.50	\$5,441.75	\$6,231.00	-23.35%	-19.18%	-15.75%
Electrical/Instrumentation Technician	2	\$6,070.00	\$6,733.00	\$7,396.00	\$4,837.00	\$5,951.00	\$7,065.00	-20.31%	-11.61%	-4.48%

Classification Title	# of matches	SCVWA Base Salary Minimum	SCVWA Base Salary Midpoint	SCVWA Base Salary Maximum	ERI Base Salary Min	ERI Base Salary Mid	ERI Base Salary Max	Market Variance from Min	Market Variance from Mid	Market Variance from Max
Engineering Technician II	2	\$5,781.00	\$6,412.50	\$7,044.00	\$5,449.00	\$6,590.50	\$7,732.00	-5.74%	2.78%	9.77%
Executive Assistant	2	\$6,375.00	\$7,071.50	\$7,768.00	\$5,280.00	\$6,350.75	\$7,421.50	-17.18%	-10.19%	-4.46%
Facilities Maintenance Technician	2	\$4,314.00	\$4,785.00	\$5,256.00	\$4,058.00	\$4,737.00	\$5,416.00	-5.93%	-1.00%	3.04%
Field Customer Service Representative II	0	\$4,994.00	\$5,539.50	\$6,085.00	--	--	--	--	--	--
Financial Analyst	2	\$7,379.00	\$8,185.00	\$8,991.00	\$7,365.00	\$8,925.50	\$10,486.00	-0.19%	9.05%	16.63%
GIS Technician II	2	\$5,781.00	\$6,412.50	\$7,044.00	\$5,123.50	\$6,280.75	\$7,438.00	-11.37%	-2.05%	5.59%
Human Resources Analyst	2	\$6,692.00	\$7,422.50	\$8,153.00	\$5,579.50	\$6,746.75	\$7,914.00	-16.62%	-9.10%	-2.93%
Human Resources Specialist	2	\$5,781.00	\$6,412.50	\$7,044.00	\$4,149.00	\$4,993.75	\$5,838.50	-28.23%	-22.12%	-17.11%
Human Resources Supervisor	2	\$10,901.00	\$12,091.50	\$13,282.00	\$9,223.50	\$11,279.75	\$13,336.00	-15.39%	-6.71%	0.41%
Inspector II	2	\$6,375.00	\$7,071.50	\$7,768.00	\$5,353.00	\$6,595.25	\$7,837.50	-16.03%	-6.73%	0.89%
Laboratory and Regulatory Affairs Supervisor	2	\$9,417.00	\$10,445.50	\$11,474.00	\$6,016.00	\$7,397.25	\$8,778.50	-36.12%	-29.18%	-23.49%
Management Analyst	2	\$7,749.00	\$8,595.50	\$9,442.00	\$6,122.00	\$7,519.25	\$8,916.50	-21.00%	-12.52%	-5.57%
Office Assistant II	2	\$4,110.00	\$4,559.00	\$5,008.00	\$3,180.00	\$3,659.50	\$4,139.00	-22.63%	-19.73%	-17.35%
Operations and Maintenance Superintendent	2	\$10,901.00	\$12,091.50	\$13,282.00	\$7,971.00	\$9,786.25	\$11,601.50	-26.88%	-19.07%	-12.65%
Operations Supervisor	2	\$8,542.00	\$9,474.50	\$10,407.00	\$6,835.50	\$8,490.50	\$10,145.50	-19.98%	-10.39%	-2.51%
Production Operator II	2	\$6,070.00	\$6,733.00	\$7,396.00	\$4,590.50	\$5,639.25	\$6,688.00	-24.37%	-16.24%	-9.57%
Public Information Officer	2	\$10,384.00	\$11,518.00	\$12,652.00	\$8,628.00	\$10,594.00	\$12,560.00	-16.91%	-8.02%	-0.73%
Resource Conservation Manager	2	\$8,970.00	\$9,949.50	\$10,929.00	\$6,207.00	\$7,519.75	\$8,832.50	-30.80%	-24.42%	-19.18%
Safety Specialist	2	\$4,314.00	\$4,785.00	\$5,256.00	\$4,860.00	\$5,943.25	\$7,026.50	12.66%	24.21%	33.69%
Senior Accounting Technician	2	\$5,507.00	\$6,108.50	\$6,710.00	\$5,631.00	\$6,718.00	\$7,805.00	2.25%	9.98%	16.32%
Senior Engineer	2	\$10,384.00	\$11,518.00	\$12,652.00	\$8,155.00	\$10,011.50	\$11,868.00	-21.47%	-13.08%	-6.20%
Senior IT Technician	2	\$6,692.00	\$7,422.50	\$8,153.00	\$6,103.50	\$7,396.00	\$8,688.50	-8.79%	-0.36%	6.57%

Classification Title	# of matches	SCVWA Base Salary Minimum	SCVWA Base Salary Midpoint	SCVWA Base Salary Maximum	ERI Base Salary Min	ERI Base Salary Mid	ERI Base Salary Max	Market Variance from Min	Market Variance from Mid	Market Variance from Max
Treatment Plant Operator II	2	\$7,026.00	\$7,793.50	\$8,561.00	\$4,590.50	\$5,639.25	\$6,688.00	-34.66%	-27.64%	-21.88%
Utility Worker II	2	\$4,994.00	\$5,539.50	\$6,085.00	\$3,236.00	\$3,950.00	\$4,664.00	-35.20%	-28.69%	-23.35%
Warehouse Technician	2	\$4,757.00	\$5,276.50	\$5,796.00	\$2,936.00	\$3,428.50	\$3,921.00	-38.28%	-35.02%	-32.35%
Water Conservation Specialist II	0	\$6,692.00	\$7,422.50	\$8,153.00	--	--	--	--	--	--
Water Quality Foreman	0	\$8,542.00	\$9,474.50	\$10,407.00	--	--	--	--	--	--
Water Quality Scientist II	2	\$7,379.00	\$8,185.00	\$8,991.00	\$6,615.50	\$8,139.50	\$9,663.50	-10.35%	-0.56%	7.48%
Water Quality Technician II	0	\$5,245.00	\$5,817.50	\$6,390.00	--	--	--	--	--	--

A positive number represents SCV Water salary is below the labor market median by the percentage listed in the last column. A negative number means SCV Water is above the labor market median.

CPS HR may have proposed a new title for some benchmark classifications. Any proposed title changes are listed as footnotes on the individual datasheets.

Client Benchmark: Accountant

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	Accountant	\$6,070.00	\$6,733.00	\$7,396.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Accountant	\$6,182.00	\$7,504.00	\$8,826.00	42.77%
ERI-Private Water Utilities (Los Angeles County)	Accountant	\$6,022.00	\$7,254.50	\$8,487.00	40.93%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$6,102.00	\$7,379.25
Base Salary Means (Min, Mid, Max)	\$6,102.00	\$7,379.25
Percentage Needed to Reach LM Median*	0.53%	9.60%
Percentage Needed to Reach LM Mean*	0.53%	9.60%

ERI Alternate Title: Professional Accountant

ERI Classification Overview: Reekles and maintains financial and business transactions, applying accounting principles, that include work that is analytical, evaluative, and advisory in nature and that requires an understanding of both accounting theory and practice.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Administrative Technician

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	Administrative Technician	\$5,245.00	\$5,817.50	\$6,390.00	21.83%
ERI-All Diversified Agencies (Los Angeles County)	Administrative Assistant	\$3,792.00	\$4,581.50	\$5,371.00	41.64%
ERI-Private Water Utilities (Los Angeles County)	Administrative Assistant	\$3,761.00	\$4,534.00	\$5,307.00	41.11%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$3,776.50	\$4,557.75
Base Salary Means (Min, Mid, Max)	\$3,776.50	\$4,557.75
Percentage Needed to Reach LM Median*	-28.00%	-21.65%
Percentage Needed to Reach LM Mean*	At Market	At Market

ERI Alternate Title: Assistant Administrative

ERI Classifications Overview: Supports an organization or department by performing administrative services.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Assistant General Manager

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	Assistant General Manager	\$16,107.00	\$17,866.00	\$19,625.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Operations Director	\$14,487.00	\$19,582.00	\$24,677.00	70.34%
ERI-Private Water Utilities (Los Angeles County)	Operations Director	\$13,822.00	\$18,603.00	\$23,384.00	69.18%

Total Matches		2
Base Salary Medians (Min, Midr, Max)	\$14,154.50	\$19,092.50
Base Salary Means (Min, Midr, Max)	\$14,154.50	\$19,092.50
Percentage Needed to Reach LM Median*	-12.12%	6.86%
Percentage Needed to Reach LM Mean* At Market		22.45%

ERI Alternate Title Director Operations

ERI Classification Overview: Directs, develops, implements, publicizes, and administers operations strategies and objectives to ensure the achievement of organization's goals and objectives.

* This is an executive level that oversees entire operations and reports to the highest level in the organization

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Percentage Needed to Reach LM Median	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Building and Grounds Supervisor

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Building and Grounds Supervisor	\$7,026.00	\$7,793.50	\$8,561.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Building and Grounds Supervisor	\$6,296.00	\$7,652.00	\$9,008.00	43.07%
ERI-Private Water Utilities (Los Angeles County)	Building and Grounds Maintenance Supervisor	\$6,135.00	\$7,406.00	\$8,677.00	41.43%
Total Matches					
	Base Salary Medians (Min, Mid, Max)	\$6,215.50	\$7,529.00	\$8,842.50	42.25%
	Base Salary Means (Min, Mid, Max)	\$6,215.50	\$7,529.00	\$8,842.50	42.25%
	Percentage Needed to Reach LM Median*	-11.54%	-3.39%	3.29%	
	Percentage Needed to Reach LM Mean* At Market	At Market	At Market	3.29%	

ERI Alternate Title: Maintenance Supervisor, Building & Facilities Supervisor, Building Maintenance Supervisor, Mechanical, Building Supervisor, Facilities & Building Supervisor, Facilities Supervisor, Supervisor Facilities & Building, Mechanical Building Maintenance Supervisor
ERI Classification Overview: Supervises and coordinates activities of skilled trades workers engaged in maintaining and repairing equipment, electrical, plumbing, ventilation, structures, utility systems, buildings, and grounds.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)



Client Benchmark: Chief Engineer

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	Chief Engineer	\$14,610.00	\$16,205.50	\$17,801.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Engineering Top Officer	\$16,816.00	\$24,456.50	\$32,097.00	90.87%
ERI-Private Water Utilities (Los Angeles County)	Engineering Top Officer	\$16,212.00	\$22,721.00	\$29,230.00	80.30%

Total Matches		2		
Base Salary Medians (Min, Mid, Max)	\$16,514.00	\$23,588.75	\$30,663.50	85.59%
Base Salary Means (Min, Mid, Max)	\$16,514.00	\$23,588.75	\$30,663.50	85.59%
Percentage Needed to Reach LM Median*	13.03%	45.56%	72.26%	
Percentage Needed to Reach LM Mean*	13.03%	45.56%	72.26%	

ERI Alternate Title: Top Engineering Officer, Chief Engineering Officer, Vice President Engineering
ERI Classification Overview: Directs, plans, develops, and coordinates all planning and implementation of practices, policies, programs, procedures, and personnel activities of an organization's engineering efforts.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Customer Service Manager

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	Customer Service Manager	\$8,970.00	\$9,949.50	\$10,929.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Customer Service Manager	\$7,365.00	\$9,089.00	\$10,813.00	46.82%
ERI-Private Water Utilities (Los Angeles County)	Customer Service Manager	\$7,119.00	\$8,735.50	\$10,352.00	45.41%
Total Matches			2		
Base Salary Medians (Min, Mid, Max)		\$7,242.00	\$8,912.25	\$10,582.50	46.11%
Base Salary Means (Min, Mid, Max)		\$7,242.00	\$8,912.25	\$10,582.50	46.11%
Percentage Needed to Reach LM Median*		-19.26%	-10.43%	-3.17%	
Percentage Needed to Reach LM Mean*		At Market	At Market	At Market	

ERI Alternate Title Manager Customer Service

ERI Classification Overview: Managers by directing and coordinating subordinate customer service staff in connection with any product or service offered.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Customer Service Representative 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	Customer Service Representative II	\$4,994.00	\$5,539.50	\$6,085.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Customer Service Representative (Specialized Calls)	\$4,266.00	\$5,096.50	\$5,927.00	38.94%
ERI-Private Water Utilities (Los Angeles County)	Customer Service Representative (Specialized Calls)	\$4,236.00	\$5,013.50	\$5,791.00	36.71%
Total Matches			2		
	Base Salary Medians (Min, Mid, Max)	\$4,251.00	\$5,055.00	\$5,859.00	37.82%
	Base Salary Means (Min, Mid, Max)	\$4,251.00	\$5,055.00	\$5,859.00	37.82%
	Percentage Needed to Reach LM Median*	-14.88%	-8.75%	-3.71%	
	Percentage Needed to Reach LM Mean*	At Market	At Market	At Market	

ERI Alternate Title: Technical Services Representative

ERI Classification Overview: Interacts with customers by phone or in person to provide information; ensures the best technical service possible.

DEFINITIONS:

Base Salary

All data represented as Monthly based on agreed upon effective date

Minimum represents the minimum of a pay range as reported by the surveyed agency

Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency

Maximum represents the maximum of a pay range as reported by the surveyed agency

Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration

Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Director of Finance and Administration

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	Director of Finance and Administration	\$13,913.00	\$15,432.50	\$16,952.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Finance Director	\$13,344.00	\$17,827.50	\$22,311.00	67.20%
ERI-Private Water Utilities (Los Angeles County)	Finance Director	\$12,740.00	\$16,948.50	\$21,157.00	66.07%
Total Matches			²		
	Base Salary Medians (Min, Mid, Max)	\$13,042.00	\$17,388.00	\$21,734.00	66.63%
	Base Salary Means (Min, Mid, Max)	\$13,042.00	\$17,388.00	\$21,734.00	66.63%
	Percentage Needed to Reach LM Median*	-6.26%	12.67%	28.21%	
	Percentage Needed to Reach LM Mean* At Market		12.67%	28.21%	

ERI Alternate Title: Director Finance

ERI Classification Overview: Oversees an organization's Finance Department. Note: ERI did not have a combined Director of Finance & Administration job match.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date.
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency.
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency.
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency.
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration.
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum).
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum).
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum).
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum).

Client Benchmark: Director of Operation and Maintenance

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	Director of Operation and Maintenance	\$13,913.00	\$15,432.50	\$16,952.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Field Operations Director	\$12,414.00	\$16,808.50	\$21,203.00	70.80%
ERI-Private Water Utilities (Los Angeles County)	Field Operations Director	\$11,867.00	\$15,997.00	\$20,127.00	69.60%
Total Matches					
	Base Salary Medians (Min, Mid, Max)	\$12,140.50	\$16,402.75	\$20,665.00	70.20%
	Base Salary Means (Min, Mid, Max)	\$12,140.50	\$16,402.75	\$20,665.00	70.20%
	Percentage Needed to Reach LM Median*	-12.74%	6.29%	21.90%	
	Percentage Needed to Reach LM Mean* At Market		6.29%	21.90%	

ERI Alternate Title: Director of Field Operations

ERI Classification Overview: Plans, coordinates and directs Operation & Maintenance department including all field projects, project proposal, project planning, vendor selection, asset acquisition, and coordination with cross-functional teams to successfully execute projects.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Director of Technology Services

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	Director of Technology Services	\$13,913.00	\$15,432.50	\$16,952.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Information Technology Director	\$11,558.00	\$15,696.00	\$19,834.00	71.60%
ERI-Private Water Utilities (Los Angeles County)	Information Technology Director	\$11,055.00	\$14,945.00	\$18,835.00	70.38%

Total Matches	
Base Salary Medians (Min, Mid, Max)	2
Base Salary Means (Min, Mid, Max)	\$11,306.50 \$15,320.50 \$19,334.50
Base Salary Means (Min, Mid, Max)	\$11,306.50 \$15,320.50 \$19,334.50
Percentage Needed to Reach LM Median*	-18.73%
Percentage Needed to Reach LM Mean*	At Market
Percentage Needed to Reach LM Median	At Market
Percentage Needed to Reach LM Mean	14.05%
Percentage Needed to Reach LM Max	14.05%

ERI Alternate Title: Computer Operations Director, Director Computer Operations, Information Systems Operations Director, IT Operations Director, Operations Director IT, Computer Systems Director
ERI Classification Overview: Directs, plans, and schedules the development, production, and administrative processing of the organization's computer operations.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Distribution/Mechanical Technician 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	Distribution/Mechanical Technician II	\$6,070.00	\$6,733.00	\$7,396.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Mechanic Maintenance	\$4,682.00	\$5,497.50	\$6,313.00	34.84%
ERI-Private Water Utilities (Los Angeles County)	Mechanic Maintenance	\$4,623.00	\$5,386.00	\$6,149.00	33.01%
Total Matches			2		
Base Salary Medians (Min, Mid, Max)		\$4,652.50	\$5,441.75	\$6,231.00	33.92%
Base Salary Means (Min, Mid, Max)		\$4,652.50	\$5,441.75	\$6,231.00	33.92%
Percentage Needed to Reach LM Median*		-23.35%	-19.18%	-15.75%	
Percentage Needed to Reach LM Mean* At Market		At Market	At Market	At Market	

ERI Alternate Title: Maintenance Mechanic
 ERI Classification Overview: Repairs and maintains, in accordance with diagrams, sketches, operation manuals, and manufacturer's specifications, machinery and mechanical equipment, such as engines, motors, pneumatic tools, conveyor systems, and production machines and equipment, using hand tools, power tools, and precision measuring and testing instruments.
 *CPS HR has proposed a classification title change to Water Systems Technician II

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Director of Water Resources

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	Director of Water Resources	\$13,913.00	\$15,432.50	\$16,952.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	No Comparable Class				
ERI-Private Water Utilities (Los Angeles County)	No Comparable Class				

Total Matches	
Base Salary Medians (Min, Mid, Max)	0
Base Salary Means (Min, Mid, Max)	
Percentage Needed to Reach LM Median*	
Percentage Needed to Reach LM Mean*	

ERI Alternate Title: N/A
ERI Classification Overview: N/A

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Electrical/Instrumentation Technician

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Electrical/Instrumentation Technician	\$6,070.00	\$6,733.00	\$7,396.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Mechanical Instrument Repairer	\$4,877.00	\$6,028.00	\$7,179.00	47.20%
ERI-Private Water Utilities (Los Angeles County)	Mechanical Instrument Repairer	\$4,797.00	\$5,874.00	\$6,951.00	44.90%
Total Matches			3		
Base Salary Medians (Min, Mid, Max)		\$4,837.00	\$5,951.00	\$7,065.00	46.05%
Base Salary Means (Min, Mid, Max)		\$4,837.00	\$5,951.00	\$7,065.00	46.05%
Percentage Needed to Reach LM Median*		-20.31%	-11.61%	-4.48%	
Percentage Needed to Reach LM Mean*		At Market	At Market	At Market	

ERI Alternate Title: Mechanical Instrument Maker

ERI Classification Overview: Fabricates, alters, or repairs mechanical instruments or mechanical assemblies of electrical or electronic instruments, such as chronometric timing devices, thermostats, applying knowledge of mechanics, metal properties, shop mathematics, and machining procedures and using machine tools, welding and heat-treating equipment, precision measuring instruments, and hand tool.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)



Client Benchmark: Engineering Technician 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	Engineering Technician II	\$5,781.00	\$6,412.50	\$7,044.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Engineering Technician	\$5,504.00	\$6,683.50	\$7,863.00	42.86%
ERI-Private Water Utilities (Los Angeles County)	Engineering Technician	\$5,394.00	\$6,497.50	\$7,601.00	40.92%

Total Matches	
Base Salary Medians (Min, Mid, Max)	2
Base Salary Means (Min, Mid, Max)	\$6,590.50
Base Salary Means (Min, Mid, Max)	\$7,732.00
Percentage Needed to Reach LM Median*	41.89%
Percentage Needed to Reach LM Mean* At Market	9.77%
	2.78%
	2.78%

ERI Alternate Title: Technician Mechanical Engineering, Mechanical Engineering Technician, Engineering Technician Mechanical
ERI Classification Overview: Assists Mechanical Engineers with design, and creates, tests, and manufactures machinery, consumer products, and other equipment.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency (minimum, midpoint & maximum)
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)



Client Benchmark: Executive Assistant

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	Executive Assistant	\$6,375.00	\$7,071.50	\$7,768.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Executive Secretary VP	\$5,327.00	\$6,434.00	\$7,541.00	41.56%
ERI-Private Water Utilities (Los Angeles County)	Executive Secretary VP	\$5,233.00	\$6,267.50	\$7,302.00	39.54%

Total Matches		2	
Base Salary Medians (Min, Mid, Max)	\$5,280.00	\$6,350.75	\$7,421.50
Base Salary Means (Min, Mid, Max)	\$5,280.00	\$6,350.75	\$7,421.50
Percentage Needed to Reach LM Median*	-17.18%	-10.19%	-4.46%
Percentage Needed to Reach LM Mean*	At Market	At Market	At Market

ERI Alternate Title: Secretary to VP
ERI Classification Overview: Supports and assigned executive administrator by handling a variety of complex situations involving the clerical or administrative function of the office that often cannot be brought to the attention of the executive.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Facilities Maintenance Technician

Labor Market Agency		Comparable Classification Title			Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Facilities Maintenance Technician	\$4,314.00	\$4,785.00	\$5,256.00	21.84%			
ERI-All Diversified Agencies (Los Angeles County)	Maintenance Service Worker	\$4,067.00	\$4,769.00	\$5,471.00	34.52%			
ERI-Private Water Utilities (Los Angeles County)	Maintenance Service Worker	\$4,049.00	\$4,705.00	\$5,361.00	32.40%			
Total Matches					3			
Base Salary Medians (Min, Midr, Max)		\$4,056.00	\$4,737.00	\$5,416.00	33.46%			
Base Salary Means (Min, Midr, Max)		\$4,058.00	\$4,737.00	\$5,416.00	33.46%			
Percentage Needed to Reach LM Median*		-5.93%	-1.00%	3.04%				
Percentage Needed to Reach LM Mean*		At Market	At Market	3.04%				

ERI Alternate Title: Maintenance Worker General, General Maintenance Worker
ERI Classification Overview: Keeps an organization's facilities and equipment maintained, performing a variety of duties.

DEFINITIONS:

Base Salary All data represented as Monthly based on agreed upon effective date
Minimum Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Field Customer Service Representative 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	Field Customer Service Representative II	\$4,994.00	\$5,539.50	\$6,085.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	No Comparable Class				
ERI-Private Water Utilities (Los Angeles County)	No Comparable Class				

Total Matches					
Base Salary Medians (Min, Mid, Max)	#NUM!	#NUM!	#NUM!	#NUM!	#NUM!
Base Salary Means (Min, Mid, Max)	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Percentage Needed to Reach LM Median*	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Percentage Needed to Reach LM Mean*	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

ERI Alternate Title: N/A

ERI Classification Overview: N/A

*CPS HR has proposed a classification title change to Field Services Worker II

DEFINITIONS:

Base Salary

Minimum

Midpoint

Maximum

Range Bandwidth

Base Salary Medians

Base Salary Means

Percentage Needed to Reach LM Median

Percentage Needed to Reach LM Mean

All data represented as Monthly based on agreed upon effective date

Minimum represents the minimum of a pay range as reported by the surveyed agency

Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency

Maximum represents the maximum of a pay range as reported by the surveyed agency

Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration

Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)

Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)



Client Benchmark: Financial Analyst

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	Financial Analyst	\$7,379.00	\$8,185.00	\$8,991.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Financial Analyst	\$7,490.00	\$9,101.00	\$10,712.00	43.02%
ERI-Private Water Utilities (Los Angeles County)	Financial Analyst	\$7,240.00	\$8,750.00	\$10,260.00	41.71%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$7,365.00	\$8,925.50
Base Salary Means (Min, Mid, Max)	\$7,365.00	\$8,925.50
Percentage Needed to Reach LM Median*	-0.19%	9.05%
Percentage Needed to Reach LM Mean* At Market		16.63%

ERI Alternate Title: Analyst Financial

ERI Classification Overview: Analyzes past and present financial data of organization and estimates future revenues and expenditures, applying principles of finance.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: GIS Technician 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	GIS Technician II	\$5,781.00	\$6,412.50	\$7,044.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	GIS Specialist	\$5,168.00	\$6,363.50	\$7,559.00	46.27%
ERI-Private Water Utilities (Los Angeles County)	GIS Specialist	\$5,079.00	\$6,198.00	\$7,317.00	44.06%

Total Matches:		1	
Base Salary Medians (Min, Mid, Max)		\$5,123.50	\$6,280.75
Base Salary Means (Min, Mid, Max)		\$5,123.50	\$6,280.75
Percentage Needed to Reach LM Median*		-11.37%	-2.05%
Percentage Needed to Reach LM Mean*	At Market	At Market	5.59%

ERI Alternate Title: Geographic Information System Specialist

ERI Classification Overview: Creates databases, maps, and/or reports that can be combined with geographically referenced data, working with GIS software and programs that have the capacity to relate different types of data, such as socioeconomic, demographic, administrative or political boundaries, land use, land cover, environmental, infrastructure, and transportation networks.

*CPS HR has proposed a classification title change to GIS Technician II

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Human Resources Analyst

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	Human Resources Analyst	\$6,692.00	\$7,422.50	\$8,153.00	21.83%
ERI-All Diversified Agencies (Los Angeles County)	Human Resources Analyst	\$5,643.00	\$6,850.50	\$8,058.00	42.80%
ERI-Private Water Utilities (Los Angeles County)	Human Resources Analyst	\$5,516.00	\$6,643.00	\$7,770.00	40.86%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$5,579.50	\$6,746.75
Base Salary Means (Min, Mid, Max)	\$5,579.50	\$6,746.75
Percentage Needed to Reach LM Median*	-16.62%	-9.10%
Percentage Needed to Reach LM Mean*	At Market	At Market

ERI Alternate Title: Personnel Analyst, Analyst Human Resources, Human Resources Generalist, HR Analyst

ERI Classification Overview: Assesses personnel policies, programs, and procedures, and informs employee and management personnel on the interpretation of them.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
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Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Human Resources Specialist

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	Human Resources Specialist	\$5,781.00	\$6,412.50	\$7,044.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Human Resources Specialist	\$4,165.00	\$5,038.00	\$5,911.00	41.92%
ERI-Private Water Utilities (Los Angeles County)	Human Resources Specialist	\$4,133.00	\$4,949.50	\$5,766.00	39.51%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$4,149.00	\$4,993.75
Base Salary Means (Min, Mid, Max)	\$4,149.00	\$4,993.75
Percentage Needed to Reach LM Median*	-28.23%	-22.12%
Percentage Needed to Reach LM Mean*	At Market	At Market
		At Market

ERI Alternate Title: HR Specialist

ERI Classification Overview: Monitors compliance with applicable Federal, State, and local laws as well as company policies, notifies managers of potential issues and proposes corrective action.

*CPS HR has proposed a new classification called Human Resources Specialist

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Human Resources Supervisor

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Human Resources Supervisor	\$10,901.00	\$12,091.50	\$13,282.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Human Resources Manager	\$9,413.00	\$11,530.00	\$13,647.00	44.98%
ERI-Private Water Utilities (Los Angeles County)	Human Resources Manager	\$9,034.00	\$11,029.50	\$13,025.00	44.18%

Total Matches	
Base Salary Medians (Min, Mid, Max)	2
Base Salary Means (Min, Mid, Max)	\$9,223.50 \$11,279.75 \$13,336.00
Base Salary Means (Min, Mid, Max)	\$9,223.50 \$11,279.75 \$13,336.00
Percentage Needed to Reach LM Median*	-15.39%
Percentage Needed to Reach LM Mean*	At Market
Percentage Needed to Reach LM Mean	0.41%

ERI Alternate Title: Personnel Manager, Manager Human Resources, Manager Personnel

ERI Classification Overview: Manager Human Resources staff and plans, develops, recommends, and implements human resources activities, policies, procedures, and programs for an organization, assisting upper management as requested.

*CPS HR has proposed a classification title change to Human Resources Manager

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Inspector 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	Inspector II	\$6,375.00	\$7,071.50	\$7,768.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Inspector Construction	\$5,401.00	\$6,683.50	\$7,966.00	47.49%
ERI-Private Water Utilities (Los Angeles County)	Inspector Construction	\$5,305.00	\$6,507.00	\$7,709.00	45.32%

Total Matches	
Base Salary Medians (Min, Mid, Max)	\$5,353.00 \$6,595.25 \$7,837.50
Base Salary Means (Min, Mid, Max)	\$5,353.00 \$6,595.25 \$7,837.50
Percentage Needed to Reach LM Median*	-16.03%
Percentage Needed to Reach LM Mean* At Market	At Market
	0.89%

ERI Alternate Title: Construction Inspector

ERI Classification Overview: Inspects construction of bridges, buildings, dams, highways, and other types of construction work to ensure that procedures and materials comply with plans and specifications.

*CPS HR has proposed a classification title change to Inspector II

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Laboratory and Regulatory Affairs Supervisor

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	Laboratory and Regulatory Affairs Supervisor	\$9,417.00	\$10,445.50	\$11,474.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Water Quality Manager	\$6,096.00	\$7,525.00	\$8,954.00	46.88%
ERI-Private Water Utilities (Los Angeles County)	Water Quality Manager	\$5,936.00	\$7,269.50	\$8,603.00	44.93%
Total Matches			2		
Base Salary Medians (Min, Mid, Max)		\$6,016.00	\$7,397.25	\$8,778.50	45.91%
Base Salary Means (Min, Mid, Max)		\$6,016.00	\$7,397.25	\$8,778.50	45.91%
Percentage Needed to Reach LM Median*		-36.12%	-29.18%	-23.49%	
Percentage Needed to Reach LM Mean* At Market		At Market	At Market	At Market	

ERI Alternate Title: N/A
ERI Client Review: Overview: Manages supervisory personnel overseeing professional staff engaged in collecting water samples, conducting water quality investigations, laboratory research and regulatory impact analyses.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)



Client Benchmark: Management Analyst

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	Management Analyst	\$7,749.00	\$8,595.50	\$9,442.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Management Analyst	\$6,204.00	\$7,649.00	\$9,094.00	46.58%
ERI-Private Water Utilities (Los Angeles County)	Management Analyst	\$6,040.00	\$7,389.50	\$8,739.00	44.69%

Total Matches	
Base Salary Medians (Min, Mid, Max)	2
Base Salary Means (Min, Mid, Max)	\$7,519.25
Base Salary Means (Min, Mid, Max)	\$7,519.25
Percentage Needed to Reach LM Median*	-12.52%
Percentage Needed to Reach LM Mean*	At Market
Percentage Needed to Reach LM Mean*	At Market

ERI Alternate Title: Analyst Business Management

ERI Classification Overview: Analyzes business or operating procedures to devise most efficient method of accomplishing work.

*CPS HR has proposed a new classification title of Management Analyst II and also proposed this class be split into a new job series Management Analyst I/II

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Office Assistant 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	Office Assistant II	\$4,110.00	\$4,559.00	\$5,008.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Administrative Clerk	\$3,188.00	\$3,673.50	\$4,159.00	30.46%
ERI-Private Water Utilities (Los Angeles County)	Administrative Clerk	\$3,172.00	\$3,645.50	\$4,119.00	29.85%

Total Matches				
Base Salary Medians (Min, Mid, Max)	\$3,180.00	\$3,659.50	\$4,139.00	30.16%
Base Salary Means (Min, Mid, Max)	\$3,180.00	\$3,659.50	\$4,139.00	30.16%
Percentage Needed to Reach LM Median*	-22.63%	-19.73%	-17.35%	
Percentage Needed to Reach LM Mean*	At Market	At Market	At Market	

ERI Alternate Title: Administrative Assistant Clerk
ERI Classification Overview: Compiles and keeps records of business transactions and office activities of establishment, and performs a variety of other administrative duties, utilizing knowledge of systems or procedures.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Operations and Maintenance Superintendent

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Operations and Maintenance Superintendent	\$10,901.00	\$12,091.50	\$13,282.00	21.87%
ERI-All Diversified Agencies (Los Angeles County)	Water Treatment Plant Manager	\$8,118.00	\$9,988.50	\$11,859.00	46.08%
ERI-Private Water Utilities (Los Angeles County)	Water Treatment Plant Manager	\$7,824.00	\$9,584.00	\$11,344.00	44.99%
Total Matches					
	Base Salary Medians (Min, Mid, Max)	\$7,971.00	\$9,786.25	\$11,601.50	45.54%
	Base Salary Means (Min, Mid, Max)	\$7,971.00	\$9,786.25	\$11,601.50	45.54%
	Percentage Needed to Reach LM Median*	-26.88%	-19.07%	-12.65%	
	Percentage Needed to Reach LM Mean*	At Market	At Market	At Market	

ERI Alternate Title Manager Water Treatment Plant

ERI Classification Overview: Managers, plans, and coordinates activities of workers in operation and maintenance of waterworks system to ensure adequate water supply for human consumption, industrial or agricultural use.

*CPS HR has proposed a new classification title of Water Treatment Manager

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Operations Supervisor

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	Operations Supervisor	\$8,542.00	\$9,474.50	\$10,407.00	21.83%
ERI-All Diversified Agencies (Los Angeles County)	Utilities Superintendent	\$6,935.00	\$8,642.50	\$10,350.00	49.24%
ERI-Private Water Utilities (Los Angeles County)	Utilities Superintendent	\$6,736.00	\$8,338.50	\$9,941.00	47.58%

Total Matches		
Base Salary Medians (Min, Mid, Max)	\$6,835.50	\$8,490.50
Base Salary Means (Min, Mid, Max)	\$6,835.50	\$8,490.50
Percentage Needed to Reach LM Median*	-19.98%	-10.39%
Percentage Needed to Reach LM Mean* At Market	At Market	At Market

ERI Alternate Title: Superintendent Utilities

ERI Classification Overview: Supervises and coordinates activities of workers engaged in maintaining building utility systems, such as electrical wiring and control systems, heating, air conditioning, ventilating, water supply, steam generating, and related pipe systems.

*CPS HR has proposed a classification title change to Utility Supervisor

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)



Client Benchmark: Production Operator 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	Production Operator II	\$6,070.00	\$6,733.00	\$7,396.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Water Treatment Operator	\$4,616.00	\$5,699.50	\$6,783.00	46.95%
ERI-Private Water Utilities (Los Angeles County)	Water Treatment Operator	\$4,565.00	\$5,579.00	\$6,593.00	44.42%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$4,590.50	\$5,639.25
Base Salary Means (Min, Mid, Max)	\$4,590.50	\$5,639.25
Percentage Needed to Reach LM Median*	-24.37%	-16.24%
Percentage Needed to Reach LM Mean* At Market	At Market	At Market

ERI Alternate Title: Purifying Plant Operator, Operator Waste Treatment.
ERI Classification Overview: Operates and controls treatment plant machines and equipment to purify and clarify water for human consumption and for industrial use.
*CPS HR has proposed a classification title change to Water Systems Technician II

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Public Information Officer

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Public Information Officer	\$10,384.00	\$11,518.00	\$12,652.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Public Relations Manager	\$8,803.00	\$10,827.50	\$12,852.00	46.00%
ERI-Private Water Utilities (Los Angeles County)	Public Relations Manager	\$8,453.00	\$10,360.50	\$12,268.00	45.13%
Total Matches					
	Base Salary Medians (Min, Mid, Max)	\$8,628.00	\$10,594.00	\$12,560.00	45.56%
	Base Salary Means (Min, Mid, Max)	\$8,628.00	\$10,594.00	\$12,560.00	45.56%
	Percentage Needed to Reach LM Median*	-16.91%	-8.02%	-0.73%	
	Percentage Needed to Reach LM Mean*	At Market	At Market	At Market	

ERI Alternate Title Manager Public Relations

ERI Classification Overview: Managers and coordinates employee, community, and public relations activities for an organization.

*CPS HR has proposed a classification title change to Communications Manager

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Resource Conservation Manager

Labor Market Agency	Comparable Classification Title	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	Bandwidth
Santa Clarita Valley Water Agency	Resource Conservation Manager	\$8,970.00	\$9,949.50	\$10,929.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Sustainability Manager	\$6,292.00	\$7,649.50	\$9,007.00	43.15%
ERI-Private Water Utilities (Los Angeles County)	Sustainability Manager	\$6,122.00	\$7,390.00	\$8,658.00	41.42%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$6,207.00	\$7,519.75
Base Salary Means (Min, Mid, Max)	\$6,207.00	\$7,519.75
Percentage Needed to Reach LM Median*	-30.80%	-24.42%
Percentage Needed to Reach LM Mean*	At Market	At Market

ERI Alternate Title: Sustainability Program Manager

ERI Classification Overview: Plans, managers, and coordinates sustainability programs in relation to green initiatives such as energy efficiency, water reduction, waste disposal management and alternative transportation resolutions.

*CPS HR has proposed a classification title change to Sustainability Manager

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Safety Specialist

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	Safety Specialist	\$4,314.00	\$4,785.00	\$5,256.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Safety Analyst	\$4,892.00	\$6,011.00	\$7,130.00	45.75%
ERI-Private Water Utilities (Los Angeles County)	Safety Analyst	\$4,828.00	\$5,875.50	\$6,923.00	43.39%

Total Matches		2	
Base Salary Medians (Min, Mid, Max)	\$4,860.00	\$5,943.25	\$7,026.50
Base Salary Means (Min, Mid, Max)	\$4,860.00	\$5,943.25	\$7,026.50
Percentage Needed to Reach LM Median*	12.66%	24.21%	33.69%
Percentage Needed to Reach LM Mean*	12.66%	24.21%	33.69%

ERI Alternate Title: Analyst Safety

ERI Classification Overview: Plans and coordinates programs and processes to reduce and eliminate injuries and environmental damage in the workplace.

*CPS HR has proposed a new job series for Safety Specialist/II

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Accounting Technician

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	Senior Accounting Technician	\$5,507.00	\$6,108.50	\$6,710.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Accounting Technician	\$5,631.00	\$6,718.00	\$7,805.00	38.61%
ERI-Private Water Utilities (Los Angeles County)	Accounting Technician	\$5,631.00	\$6,718.00	\$7,805.00	38.61%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$5,631.00	\$6,718.00
Base Salary Means (Min, Mid, Max)	\$5,631.00	\$6,718.00
Percentage Needed to Reach LM Median*	2.25%	9.98%
Percentage Needed to Reach LM Mean*	2.25%	16.32%

ERI Alternate Title: Assistant Accountant, Technician Accounting, Accountant Assistant

ERI Classification Overview: Adds in the application of principles of accounting and, with experience, may handle complex tasks.

* Selected level 3 for senior-level in ERI

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Senior Engineer

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	Senior Engineer	\$10,384.00	\$11,518.00	\$12,652.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Engineer Civil	\$8,155.00	\$10,011.50	\$11,868.00	45.53%
ERI-Private Water Utilities (Los Angeles County)	Engineer Civil	\$8,155.00	\$10,011.50	\$11,868.00	45.53%

Total Matches		
Base Salary Medians (Min, Mid, Max)	\$8,155.00	\$10,011.50
Base Salary Means (Min, Mid, Max)	\$8,155.00	\$10,011.50
Percentage Needed to Reach LM Median*	-21.47%	-13.08%
Percentage Needed to Reach LM Mean*	At Market	At Market

ERI Alternate Title: Civil Engineer
ERI Classification Overview: Plans, designs, and oversees civil engineering projects, such as airports, bridges, buildings, channels, dams, harbors, irrigation systems, pipelines, power plants, railroads, roads, sewage systems, tunnels, and water supply.
* Selected level 3 for senior-level in ERI

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)



Client Benchmark: Senior IT Technician

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	Senior IT Technician	\$6,692.00	\$7,422.50	\$8,153.00	21.83%
ERI-All Diversified Agencies (Los Angeles County)	IT Technical Support Specialist	\$6,186.00	\$7,523.50	\$8,861.00	43.24%
ERI-Private Water Utilities (Los Angeles County)	IT Technical Support Specialist	\$6,021.00	\$7,268.50	\$8,516.00	41.44%

Total Matches	
Base Salary Medians (Min, Mid, Max)	\$6,103.50 \$7,396.00 \$8,688.50
Base Salary Means (Min, Mid, Max)	\$6,103.50 \$7,396.00 \$8,688.50
Percentage Needed to Reach LM Median*	-8.79%
Percentage Needed to Reach LM Mean* At Market	At Market
	6.57%

ERI Alternate Title: Computer Technical Support Specialist, Technical Support Specialist
ERI Classification Overview: Coordinates and assigns work projects, such as converting to new hardware or software, and provides other technical support to employees in information processing departments.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Treatment Plant Operator 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	Treatment Plant Operator II	\$7,026.00	\$7,793.50	\$8,561.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Water Treatment Operator	\$4,616.00	\$5,699.50	\$6,783.00	46.95%
ERI-Private Water Utilities (Los Angeles County)	Water Treatment Operator	\$4,565.00	\$5,579.00	\$6,593.00	44.42%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$4,590.50	\$5,639.25
Base Salary Means (Min, Mid, Max)	\$4,590.50	\$5,639.25
Percentage Needed to Reach LM Median*	-34.66%	-27.64%
Percentage Needed to Reach LM Mean*	At Market	At Market

ERI Alternate Title: Purifying Plant Operator, Operator Waste Treatment
ERI Classification Overview: Operates and controls treatment plant machines and equipment to purify and clarify water for human consumption and for industrial use.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

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%
ERI-All Diversified Agencies (Los Angeles County)	Utility Operator	\$3,246.00	\$3,968.50	\$4,691.00	44.52%
ERI-Private Water Utilities (Los Angeles County)	Utility Operator	\$3,226.00	\$3,931.50	\$4,637.00	43.74%

Total Matches		2
Base Salary Medians (Min, Mid, Max)	\$3,236.00	\$3,950.00
Base Salary Means (Min, Mid, Max)	\$3,236.00	\$3,950.00
Percentage Needed to Reach LM Median*	-35.20%	-28.69%
Percentage Needed to Reach LM Mean*	At Market	At Market

ERI Alternate Title: Utilities Operator, Operator Utilities
ERI Classification Overview: installs, operates, and repairs utility systems such as water piping, wastewater plants, electrical cabling, or manufacturing equipment.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Warehouse Technician

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	Warehouse Technician	\$4,757.00	\$5,276.50	\$5,796.00	21.84%
ERI-All Diversified Agencies (Los Angeles County)	Warehouse Worker	\$2,936.00	\$3,428.50	\$3,921.00	33.55%
ERI-Private Water Utilities (Los Angeles County)	Warehouse Worker	\$2,936.00	\$3,428.50	\$3,921.00	33.55%

Total Matches	
Base Salary Medians (Min, Mid, Max)	2
Base Salary Means (Min, Mid, Max)	
Percentage Needed to Reach LM Median*	-38.28%
Percentage Needed to Reach LM Mean*	At Market

ERI Alternate Title: Storeroom Warehouse Worker

ERI Classification Overview: Receives, stores, and distributes material, tools, equipment, and products within establishments.

*CPS HR has proposed a new title called Warehouse/Purchasing Technician.

* Selected ERI level 3 to account for purchasing functions.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Water Conservation Specialist 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	Water Conservation Specialist II	\$6,692.00	\$7,422.50	\$8,153.00	21.83%
ERI-All Diversified Agencies (Los Angeles County)	No Comparable Class				
ERI-Private Water Utilities (Los Angeles County)	No Comparable Class				

Total Matches	
Base Salary Medians (Min, Mid, Max)	#NUM!
Base Salary Means (Min, Mid, Max)	#NUM!
Percentage Needed to Reach LM Median*	#DIV/0!
Percentage Needed to Reach LM Mean*	#DIV/0!

ERI Alternate Title: N/A
ERI Classification Overview: N/A

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Water Quality Foreman

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	Water Quality Foreman	\$8,542.00	\$9,474.50	\$10,407.00	21.83%
ERI-All Diversified Agencies (Los Angeles County)	No Comparable Class				
ERI-Private Water Utilities (Los Angeles County)	No Comparable Class				

Total Matches	
Base Salary Medians (Min, Mid, Max)	0
Base Salary Means (Min, Mid, Max)	
Percentage Needed to Reach LM Median*	
Percentage Needed to Reach LM Mean*	

ERI Alternate Title: N/A
ERI Classification Overview: N/A

*CPS HR has proposed a new job title called Lead Utility Worker

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Water Quality Scientist 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	Water Quality Scientist II	\$7,379.00	\$8,185.00	\$8,991.00	21.85%
ERI-All Diversified Agencies (Los Angeles County)	Scientist Environmental	\$6,717.00	\$8,291.00	\$9,865.00	46.87%
ERI-Private Water Utilities (Los Angeles County)	Scientist Environmental	\$6,514.00	\$7,988.00	\$9,462.00	45.26%
Total Matches					
					2
	Base Salary Medians (Min, Mid, Max)	\$6,615.50	\$8,139.50	\$9,663.50	46.06%
	Base Salary Means (Min, Mid, Max)	\$6,615.50	\$8,139.50	\$9,663.50	46.06%
	Percentage Needed to Reach LM Median*	-10.35%	-0.56%	7.48%	
	Percentage Needed to Reach LM Mean* At Market	At Market	At Market	7.48%	

ERI Alternate Title: Environmental Scientist

ERI Classification Overview: Solves problems endangering the earth and its inhabitants by conducting research and interpreting findings, using knowledge of mathematical, statistical, and physical science concepts and approaches.

DEFINITIONS:

Base Salary	All data represented as Monthly based on agreed upon effective date
Minimum	Minimum represents the minimum of a pay range as reported by the surveyed agency
Midpoint	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Maximum	Maximum represents the maximum of a pay range as reported by the surveyed agency
Range Bandwidth	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Medians	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Base Salary Means	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

Client Benchmark: Water Quality Technician 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	Water Quality Technician II	\$5,245.00	\$5,817.50	\$6,390.00	21.83%
ERI-All Diversified Agencies (Los Angeles County)	No Comparable Class				
ERI-Private Water Utilities (Los Angeles County)	No Comparable Class				

Total Matches		
Base Salary Medians (Min, Mid, Max)	#NUM!	#NUM!
Base Salary Means (Min, Mid, Max)	#DIV/0!	#DIV/0!
Percentage Needed to Reach LM Median*	#DIV/0!	#DIV/0!
Percentage Needed to Reach LM Mean*	#DIV/0!	#DIV/0!

ERI Alternate Title N/A

ERI Classification Overview N/A

*CPS HR has proposed a new job series for Water Quality Technician I/II

DEFINITIONS:

Base Salary Minimum	All data represented as Monthly based on agreed upon effective date
Midpoint	Minimum represents the minimum of a pay range as reported by the surveyed agency
Maximum	Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency
Range Bandwidth	Maximum represents the maximum of a pay range as reported by the surveyed agency
Base Salary Medians	Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. CPS uses this to compare the client's range with market trends to optimize pay administration
Base Salary Means	Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Median	Base Salary Means represent the average of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)
Percentage Needed to Reach LM Mean	Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)
	Percentage Needed to Reach LM Mean represents the percentage needed to bring client's salary to the labor market mean in each category (minimum, midpoint & maximum)

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COMMITTEE MEMORANDUM

DATE: November 9, 2020

TO: Finance and Administration Committee

FROM: Eric Campbell *EC*
Chief Financial and Administrative Officer

SUBJECT: Recommend Approval of a Revised Reserve Fund Policy

SUMMARY

This item presents a proposed update to SCV Water's reserve policy which was approved in November, 2018. This proposed update implements one combined set of reserves for the organization rather than divisional reserves and updates the recommended reserve fund definitions, criteria and resulting target amounts. The proposed reserve policy update would reduce the target for combined reserve funds from \$176 million to \$120 million based on current operating costs.

DISCUSSION

In November 2018, the Board approved an update to the Agency's Reserve Fund Policy. That update combined the cash reserve policies of the Castaic Lake Water Agency (CLWA), Newhall County Water District (NCWD), Santa Clarita Water Division (SCWD), and Valencia Water Company (VWC) into a single document. That effort did not combine the actual cash reserves.

As part of the ongoing post-merger integration of the Agency, staff has developed an update to the Reserve Fund Policy. The updated policy has a new name, Unrestricted Reserve Fund Policy, to make a distinction between unrestricted and restricted cash reserves. This Policy does not address restricted reserves. While the Agency at times may have restricted reserves for unspent bond proceeds; bond redemption; grants; and/or water conservation, this policy does not apply to them.

Unrestricted reserves are allocations to fund scheduled and unscheduled expenses including operation and maintenance, debt service, emergencies, capital investment including repair and replacement, and for the stabilization of water rates. Unrestricted reserves are not limited to how they may ultimately be used by the Agency. As an example, this means that while the Agency has funds set aside in the Rate Stabilization Reserve, those funds may be used in response to a natural disaster or drought, if needed.

The establishment, funding and maintenance of reserves are foundations of prudent financial management. Reserves are highly regarded by credit rating agencies, credit providers and investors. Although there are numerous methods to establish reserves, staff utilized metrics provided by the credit rating agencies, which provide guidance on liquidity. Fitch Ratings considers that a "AA" (double A) rated water utility should have 500 days' worth of cash on hand. The sum of each of the target balances in this update reaches that amount.

Other updates to the policy include:

- Consolidation of reserves - a single set of reserves will be maintained rather than separate versions for each of the three retail divisions and one for the regional division.
- Consolidation of two capital reserves – there has been a Capital Improvement and Replacement reserve and a Capital Reserve. It is proposed that a single capital reserve be used for managing unrestricted funds for capital projects, both small projects typically only funded by pay-go and cash contributions to major capital projects.
- Establishment of a requirement that annual pay-go capital must be fully funded prior to the start of the fiscal year.
- Increasing the Water Supply Reliability reserve from \$3,000,000 to \$6,000,000 to ensure that funding is available when opportunities arise to acquire additional water supply during dry years that will help to further mitigate sudden rate increases that would otherwise be necessary absent reserved cash on hand.

Table 1 contains a list of existing reserves and their funding target level criteria.

Table 1 – Existing Reserves and Funding Criteria

TYPE OF RESERVE	REGIONAL	NWD	SCWD	VWD
Operating	25% of operating expenses plus one-year annual debt service less any restricted DSRF	25% of operating expenses plus 6 months of annual debt service	25% of operating expenses plus 6 months of annual debt service	25% of operating expenses plus 6 months of annual debt service
Capital Improvement & Replacement	Current budget pay-go projects	Current budget pay-go projects	Current budget pay-go projects	Current budget pay-go projects
Capital Reserve	3-YR average of annual depreciation	3-YR average of annual depreciation	3-YR average of annual depreciation	3-YR average of annual depreciation
Water Supply Reliability Reserve	Cost to produce 5,000-acre feet from banking programs	NA	NA	NA
Revenue Rate Stabilization	15% of operating revenue	10% of operating revenue	10% of operating revenue	10% of operating revenue
Emergency/Disaster	Equal to 365 days of operating expenditures	2% of net capital assets	2% of net capital assets	2% of net capital assets

Table 2 contains a list of proposed reserves and their funding target criteria. As shown this reserve structure provides for a combined set of reserves and makes adjustments in the number of them, as well as funding criteria.

Table 2 – Proposed Reserves and Funding Criteria

Reserve	Target
Operating	120 days of annual budgeted operating expense, including debt service
Capital (Pay-go)	Prompt year budget for pay-go projects
Water Supply Reliability	The cost to produce 10,000-acre feet from the Agency's banking program in a dry year
Revenue Rate Stabilization	20% of annually budgeted operating revenues
Emergency	120 days of operating expenses, excluding debt service

Tables 3 and 4 are shown for comparison purposes. Table 3 is a list of each existing reserve's target and actual funding levels for FY2021. Table 4 presents the target and funding level for under the proposed revised reserve policy.

Table 3 – Targets and Balances with Current Policy

Reserve	Target	Balance	% Funded
Operating	\$46,572,741	\$37,516,216	81%
Capital (Pay-go)	\$43,484,506	\$33,354,022	77%
Capital	\$31,427,800	\$25,197,649	80%
Water Supply Reliability	\$3,000,000	\$3,000,000	100%
Revenue Rate Stabilization	\$12,673,455	\$12,673,455	100%
Emergency	\$38,770,799	\$36,170,306	93%
Total	\$175,929,301	\$147,911,648	84%

Table 4 – Targets and Balances with Proposed Policy

Reserve	Target	Balance	% Funded
Operating	\$28,078,707	\$28,078,707	100%
Capital (Pay-go)	\$43,484,506	\$71,013,141	163%
Water Supply Reliability	\$6,000,000	\$6,000,000	100%
Revenue Rate Stabilization	\$18,070,000	\$18,070,000	100%
Emergency	\$24,749,799	\$24,749,799	100%
Total	\$120,383,013	\$147,911,648	123%

Implementing the recommended modifications to the unrestricted reserve policy are an essential step in the post-merger integration, improves business planning due to the capital funding requirements for pay-go, yet does not change the Agency's flexibility in the ultimate use of the reserves.

FINANCIAL CONSIDERATIONS

Under the proposed updated target levels of funding the reserves, all reserves would be fully funded, with additional funding available for near term capital investment or other needs, This may reduce the amount of future borrowing required to fund needed projects.

RECOMMENDATION

The Finance and Administration Committee recommends that the Board of Directors approve the revised Reserve Fund Policy.

EC

Attachments

REDLINE VERSION



POLICIES, RULES AND REGULATIONS	
Title: <u>UNRESTRICTED RESERVE FUND POLICY</u>	
Approval Date: November 2018 <u>December 2020</u>	Effective Date: November 2018 <u>December 2020</u>
Approved By: Board of Directors	DMS # 14896

UNRESTRICTED RESERVE FUND POLICY

1.0 INTRODUCTION

There are two types of cash reserves, Restricted and Unrestricted. Restricted reserves are established and utilized for narrowly defined purposes as specified by legal restrictions, bond covenants, and other regulations or ordinances. The Santa Clarita Valley Water Agency (SCV Water, or Agency) at times may have restricted reserves for:

- Unspent Bond Proceeds
- Bond Redemption
- Water Conservation
- Grants

As a specific example, unrestricted reserves do not address investments of debt proceeds held by bond trustees that are governed by the provisions of debt agreements of the Agency, rather than the general provisions of the California Government Code.

This policy does not apply to Restricted reserves.

This policy has been developed to maintain prudent management of the Agency water system, which requires that unrestricted reserve funds be established and maintained to fund scheduled and unscheduled expenses including operation and maintenance, debt service, emergencies, capital investment including repair and replacement, and for the stabilization of water rates. This policy has been revised to integrate the unrestricted cash reserves of the four divisions of the Agency: Regional (formerly wholesale), Newhall Water Division (NWD), Santa Clarita Water Division (SCWD) and Valencia Water Division (VWD).

This policy describes the prudent unrestricted reserve fund needs of the Agency, identifies the sources of funding for such reserves, and target amounts for each reserve. Reserves are highly regarded by credit rating agencies, credit providers and investors. Although there are numerous methods to establish reserve funding levels, the Agency considers metrics utilized by the credit rating agencies, which provide guidance on liquidity and provides peer review through the assignment of credit ratings for bond issues. Funding the unrestricted reserves come from Agency net cash from operations.

This policy has been developed to maintain prudent management of regional and retail water systems, which requires that reserve funds be established and maintained to fund scheduled and unscheduled expenses including operation and maintenance, debt service, emergencies, capital improvement, repair and replacement, and for the stabilization of water rates. This policy has been revised to re-state and conform the various legacy policies of the four divisions of the Santa Clarita Valley Water Agency

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(SCV Water, or Agency): Regional (formerly wholesale), Newhall Water Division (NWD), Santa Clarita Water Division (SCWD) and Valencia Water Division (VWD). This policy recognizes that there is no funding mechanism to fund reserves to target levels through water rates and any change in this methodology will require Board of Director approval.

This policy describes the prudent reserve fund needs of the regional and retail systems, identifies the sources of funding for such reserves, and recommended target amounts for reserve funds. Reserves are highly regarded by credit rating agencies, credit providers and investors. Although there are numerous methods to establish reserve funding levels, the Agency tends to lean on the metrics utilized by the credit rating agencies, which provide guidance on liquidity and provides peer review through the assignment of credit ratings for bond issues. The monies to fund the reserves should come from revenues of the regional and retail operations after operating expense, including debt service obligations, are met.

2.0 POLICY STATEMENT STATEMENT OF PURPOSE

The Agency will have sufficient unrestricted reserves to maintain or improve its credit ratings, ensure that operating and maintenance costs will be paid in a timely manner, to pay debt service obligations, and to invest in needed capital improvements and equipment replacement on a timely basis. In addition, the Agency will maintain sufficient reserves to minimize rate increases due to sales volatility resulting from matters including, weather and regulatory impacts on demands, emergencies (such as local and natural disasters, catastrophic events), and regulatory changes. The purpose of SCV Water's Reserve Fund Policy for the regional and retail water systems is to ensure the Agency's financial stability, and to have sufficient funding available to meet its operating, capital and debt service cost obligations. This plan establishes the level of reserves necessary for maintaining the Agency's credit-worthiness and ratings and for adequately providing for:

- ~~Cash flow requirements and working capital.~~
- ~~Economic uncertainties and other financial hardships, including performance of the regional economy and water supply reliability.~~
- ~~Infrastructure replacements.~~
- ~~Emergency repairs.~~
- ~~Local disasters, natural disasters or catastrophic events.~~
- ~~Loss of significant revenue sources due to variations in water sales resulting from variable weather conditions or conservation.~~
- ~~Unfunded mandates including costly regulatory requirements.~~

3.0 MANAGEMENT OF RESERVE TYPES OF RESERVES



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Unrestricted reserves are to be managed utilizing the following criteria:

- Distinguish between legally restricted and unrestricted amounts.
None of the reserves covered by this policy are legally restricted. Should a significant event occur that requires immediate funding to minimize damage or health risk, all funds covered in this policy are legally available.
- Contain a defined and distinct purpose.
Sections 4.1 through 4.5 of this policy describes each reserve, the events or conditions that prompt the use of the reserves, and the target balance to be maintained in the reserve.
- Method to replenish reserves to Target levels.
A priority for allocating net cash from operations from the prior year will be determined annually, based on prior year use of reserves and expectations of need in the near term.
- Specify periodic review dates of reserve balances and projected needs.
Unrestricted reserve balances will be reviewed annually as part of the budget process.
- Balances should be maintained in amounts sufficient to meet reserve targets.
To the extent that unrestricted reserves are above the target level, the Board has the flexibility to direct staff to utilize those available funds to pay for capital projects (reducing the need for future debt), pay down unfunded liabilities such as pension obligations, defease outstanding debt, or fund specific strategic objectives.
- Reserve levels below the minimum targeted amounts would leave the Agency exposed to significant operational risks. Should reserves be drawn down below the targeted level (except for the Capital Pay-go reserve that has its own criteria as explained in Section 4.2), the Agency will implement plans to return reserves to their targeted levels within three years. Such plans will be presented to the Finance & Administration Committee within twelve (12) months.

~~The establishment of reserve funds is in the best interest of SCV Water. Traditional reserve policy categories are typically classified as follows:~~

- ~~Capital Improvement and Replacement Funds~~
- ~~Emergency, or Contingency Reserves~~
- ~~Capital Reserves~~
- ~~Operating Reserves~~
- ~~Revenue Rate Stabilization Reserve~~
- ~~Water Supply Reliability Reserve~~



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Reserve funds are established utilizing the following criteria:

- ~~Distinguish between legally restricted and unrestricted amounts.~~
- ~~Contain a defined and distinct purpose.~~
- ~~Contain a target level or a range of target levels.~~
- ~~Identify events or conditions that prompt the use of the reserves.~~
- ~~Specify periodic review dates, usually annually as part of the budget process, for balances and target levels.~~
- ~~Balances should be maintained in amounts sufficient to meet minimum reserve targets in cash and/or cash equivalents.~~

~~3.1 Capital Improvement and Replacement Funds~~

~~These funds are established as reserves for the Agency's capital program, inclusive of pay go and debt funded projects. Funds from this reserve are intended to fund capital and asset replacement costs, plus any contingency amounts in the event other sources of projected capital funding becomes insufficient to complete capital projects. The Agency seeks to set aside specific amounts in each of the Capital Funds of the Regional and the Retail Divisions, to annually meet respective budgeted capital programs.~~

~~Recommended Target Levels— Most water agencies are capital intensive and funding is typically needed annually in significant amounts. In determining how much the Agency should set aside in reserves for capital projects, it must first determine how it plans to finance its capital projects in the future. In other words, the Agency must determine its capital structure: the mix of debt, reserves, and pay as you go financing that it will use to pay for capital projects in the future. The Regional Division is expected to finance its capital needs through a combination of pay go funding and debt transactions. The Retail Divisions are expected to use primarily a pay go funding approach. This Policy recommends that the Agency and Retail Divisions maintain their pay go Capital Funds at a minimum target level equal to the budgeted capital projects for the ensuing fiscal year.~~

~~3.2 Emergency Reserves~~

~~This reserve is established to provide additional liquidity in the event of a natural disaster, financial crisis, economic uncertainties and financial hardships, loss of significant revenue sources, local disasters or capital obligations, cash flow requirements, unfunded mandates including costly regulatory requirements and other such needs. These amounts should supplement monies received from insurance policies and by state and federal programs.~~



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~~Recommended Target Levels—FEMA guidelines suggest an amount equal to 1–2% of the Agency’s total net plant and equipment.~~

~~Regional Division—The Regional Division has a higher risk to natural disaster, economic downturns and water supply disruptions and therefore it is recommended that the Emergency Reserve equal to one year of operating expenses.~~

~~Retail Divisions—It is recommended that the Emergency Reserve target level for the Retail Divisions be equal to 2% of the Retail Divisions capital assets, net of depreciation.~~

~~3.3 Capital Reserves~~

~~Additionally, the Agency seeks to establish, fund and maintain a Capital Reserve to fund unanticipated capital expenditures, or additional repair and replacement projects.~~

~~Recommended Target Levels—It is recommended that the Agency maintain separate Capital Reserves for each Regional and Retail Division at a level equal to their respective rolling average of its three-year depreciation amounts. This is an indicator of the value of depreciable capital assets that are aging and will be in need of replacement or repair.~~

~~3.4 Operating Reserves~~

~~These funds are maintained to safeguard the financial viability and stability of the Agency and are funded from division specific revenues. The Agency has reserve funds to safeguard against unexpected events such as drought and major catastrophic events. Operating Reserves are typically established based on percentage of operating expenses and can range from 20% to 50% of annually budgeted operating expenses, exclusive of interest expense.~~

~~Recommended Target Levels—Actual funding targets for the Operating Reserve depends on numerous variables, including but not limited to the timing of revenues receipts; the timing of expenses; the variability of water supply and demand; etc.~~

~~Regional Division—It is recommended that the Regional Division maintain a minimum target amount equal to 25% of their respective budgeted operating and maintenance expenses and one year of aggregate debt service less restricted debt service reserve amounts. The source of funding should be the available~~



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~~monies remaining after the payment of debt service representing a combination of one percent property tax revenues and Facility Capacity Fees in the proportions those funds pay for debt service.~~

~~Retail Divisions – It is recommended that the Retail Division’s maintain a minimum target amount equal to 25% of their respective budgeted operating and maintenance expenses, plus one half year of aggregate debt service less restricted debt service reserve amounts.~~

~~3.5 – Revenue Rate Stabilization Reserve~~

~~These funds are maintained to provide the Agency with the ability and flexibility to avoid sharp increases in customers’ rates or to smooth out rate increases over an extended time frame. Revenue Rate Stabilization Reserves can be targeted as percentage of revenues, ranging from 10% to 30% of annually budgeted operating revenues.~~

~~Recommended Target Levels – Funding targets for the Revenue Rate Stabilization Reserve depends on numerous variables, including but not limited to the timing and volatility of revenues; the variability of water supply and demand; etc.~~

~~Regional Division – The Regional Division has more significant revenues and reserves than Retail Divisions and since the use of its Revenue Rate Stabilization Fund benefits rate payers in each Retail Division, a target amount should be equal to 15% of its budgeted operating revenues.~~

~~Retail Divisions – It is recommended that the Agency annually maintain Operating Reserves for the Retail Divisions at a minimum target amount equal to 10% of its budgeted operating revenues.~~

~~3.6 – Water Supply Reliability Reserve~~

~~These funds are maintained to provide a source of funding for the extraction of water from groundwater banking programs during dry years that will help to further mitigate rate increases. Previously, the Agency has funded water extractions through available fund balances and water rate surcharges. This fund will provide the Agency with additional operating reserves for water supply to safeguard against the potential need to raise rates during future drought conditions and dry years.~~

~~Recommended Target Levels – The target for the Water Supply Reliability Reserve will be equal to the cost to produce 5,000-acre feet from the Agency’s~~



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banking program in a dry year and be funded by taking 50% of the prior fiscal year's water surplus that is in excess of what is required to recover operating expenditures and reserves. The Retail Divisions will not be required to fund this reserve.

Regional Division – It is recommended that the Regional Division maintain a target amount equal to the cost to produce 5,000 acre feet from the Agency's banking program in a dry year.

4.0 UNRESTRICTED RESERVES REPORTING

The Agency will maintain the following unrestricted reserves:

- Operating
- Capital (Pay-go)
- Water Supply Reliability
- Revenue Rate Stabilization
- Emergency

The annual Budget document will include a reserve analysis, showing reserve amounts and targets for each type of reserve, and should a major change in conditions threaten reserve levels, the General Manager will provide an analysis to the Board of Directors. This analysis would include an explanation of why reserve levels are below targeted levels and/or a recommended course of action to improve reserve levels.

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The following tables illustrate the Reserve Fund Policy target levels:

<u>TYPE OF RESERVE</u>	<u>REGIONAL</u>	<u>NWD</u>	<u>SCWD</u>	<u>VWD</u>
<u>Capital Improvement & Replacement</u>	Current budget pay-go projects	Current budget pay-go projects	Current budget pay-go projects	Current budget pay-go projects
<u>Emergency/Disaster</u>	Equal to 365 days of operating expenditures	2% of net capital assets	2% of net capital assets	2% of net capital assets
<u>Capital Reserve</u>	3-YR average of annual depreciation	3-YR average of annual depreciation	3-YR average of annual depreciation	3-YR average of annual depreciation
<u>Operating</u>	25% of operating expenses plus one year annual debt service less any restricted DSRF	25% of operating expenses plus 6 months of annual debt service	25% of operating expenses plus 6 months of annual debt service	25% of operating expenses plus 6 months of annual debt service
<u>Revenue Rate Stabilization</u>	15% of operating revenue	10% of operating revenue	10% of operating revenue	10% of operating revenue
<u>Water Supply Reliability Reserve</u>	Cost to produce 5,000 acre feet from banking programs	NA	NA	NA

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Regional Target Level

TYPE OF RESERVE	FY 2019 Estimated Balance	FY 2019 Target Balance	% of Target
<u>Capital Improvement & Replacement</u>	<u>\$10,799,500</u>	<u>\$10,399,500</u>	<u>104%</u>
<u>Emergency/Disaster</u>	<u>29,273,400</u>	<u>26,140,200</u>	<u>112%</u>
<u>Capital Reserve</u>	<u>3,204,700</u>	<u>17,267,793</u>	<u>19%</u>
<u>Operating</u>	<u>26,052,500</u>	<u>24,789,050</u>	<u>105%</u>
<u>Revenue Rate Stabilization</u>	<u>0</u>	<u>3,976,043</u>	<u>0%</u>
<u>Water Supply Reliability Reserve</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>100%</u>
TOTAL	\$72,330,100	\$85,572,586	85%
<u>Days Cash Ratio</u>	<u>1,010</u>	<u>1,195</u>	

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NWD Target Level

<u>TYPE OF RESERVE</u>	<u>FY 2019 Estimated Balance</u>	<u>FY 2019 Target Balance</u>	<u>% of Target</u>
<u>Capital Improvement & Replacement</u>	<u>\$2,560,262</u>	<u>\$2,937,000</u>	<u>87%</u>
<u>Emergency/Disaster</u>	<u>1,500,000</u>	<u>1,646,037</u>	<u>91%</u>
<u>Capital Reserve</u>	<u>0</u>	<u>2,987,406</u>	<u>0%</u>
<u>Operating</u>	<u>623,723</u>	<u>2,634,209</u>	<u>24%</u>
<u>Revenue Rate Stabilization</u>	<u>1,566,625</u>	<u>1,274,737</u>	<u>123%</u>
<u>TOTAL</u>	<u>\$6,250,610</u>	<u>\$11,479,388</u>	<u>54%</u>
<u>Days Cash Ratio</u>	<u>244</u>	<u>449</u>	

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SCWD Target Level

<u>TYPE OF RESERVE</u>	<u>FY 2019 Estimated Balance</u>	<u>FY 2019 Target Balance</u>	<u>% of Target</u>
<u>Capital Improvement & Replacement</u>	<u>\$9,535,700</u>	<u>\$9,535,700</u>	<u>100%</u>
<u>Emergency/Disaster</u>	<u>2,200,000</u>	<u>2,255,600</u>	<u>98%</u>
<u>Capital Reserve</u>	<u>3,221,090</u>	<u>4,660,138</u>	<u>69%</u>
<u>Operating</u>	<u>8,928,000</u>	<u>9,532,725</u>	<u>94%</u>
<u>Revenue Rate Stabilization</u>	<u>5,458,365</u>	<u>3,595,590</u>	<u>152%</u>
<u>TOTAL</u>	<u>\$29,343,155</u>	<u>\$29,579,753</u>	<u>99%</u>
<u>Days Cash Ratio</u>	<u>385</u>	<u>388</u>	

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POLICIES, RULES AND REGULATIONS	
Title: <u>UNRESTRICTED RESERVE FUND POLICY</u>	
Approval Date: <u>November 2018</u> <u>December 2020</u>	Effective Date: <u>November</u> <u>2018</u> <u>December 2020</u>
Approved By: Board of Directors	DMS # <u>14896</u>

VWD Target Level*

TYPE OF RESERVE	FY 2019 Estimated Balance	FY 2019 Target Balance	% of Target
<u>Capital Improvement & Replacement</u>	\$333,000	\$3,137,000	11%
<u>Emergency/Disaster</u>	141,723	1,942,840	7%
<u>Capital Reserve</u>	0	2,739,469	0%
<u>Operating</u>	439,885	7,979,116	6%
<u>Revenue Rate Stabilization</u>	424,369	3,335,272	13%
<u>TOTAL</u>	<u>\$1,338,977</u>	<u>\$19,133,696</u>	<u>7%</u>
<u>Days Cash Ratio</u>	<u>24</u>	<u>341</u>	

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*Prior to becoming a public water utility, Valencia Water Company did not carry significant reserves. The most recent rate case for Valencia Water Division includes provisions to gradually build reserve levels over the next 10 years.



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Total Target Level

<u>TYPE OF RESERVE</u>	<u>FY 2019 Estimated Balance</u>	<u>FY 2019 Target Balance</u>	<u>% of Target</u>
<u>Capital Improvement & Replacement</u>	<u>\$23,228,462</u>	<u>\$26,009,200</u>	<u>89%</u>
<u>Emergency/Disaster</u>	<u>33,115,123</u>	<u>31,984,677</u>	<u>104%</u>
<u>Capital Reserve</u>	<u>6,425,790</u>	<u>27,654,806</u>	<u>23%</u>
<u>Operating</u>	<u>36,044,108</u>	<u>44,935,099</u>	<u>80%</u>
<u>Revenue Rate Stabilization</u>	<u>7,449,359</u>	<u>12,181,641</u>	<u>61%</u>
<u>Water Supply Reliability Reserve</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>100%</u>
<u>TOTAL</u>	<u>\$109,262,842</u>	<u>\$145,765,423</u>	<u>74%</u>

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4.1 Operating Reserve

The purpose of this reserve is to maintain the financial viability and stability of the Agency by providing a safeguard against unplanned events including fluctuations in budgeted expenses and revenues, timing differences between revenues and expenses, and the variability of water supply and demand.

Recommended Target Level –The Operating Reserve Fund shall have a minimum amount equal to 120 days of annual budgeted operating expenses including debt service. Note that the calculation of 120 days of annual budgeted operating expenses including debt service is made by dividing the annual total by 360 days then multiplying by 120. This method is commonly used to determine an average daily or number of days of expenditure but does not consider the actual timing of any specific expenditures.

Events or Conditions Prompting Use of the Reserve –This Reserve may be routinely used by the Agency to cover temporary cash flow deficiencies caused by timing differences between revenues and incurring expense obligations and unexpected increases in operating expenses.



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Replenishment – If at any time the amount on deposit declines below 120 days of annual budgeted operating expense including debt service, the Agency will take steps to restore the amount on deposit within one year.

Source of funding – Net cash from operations.

4.2 Capital (Pay-go) Reserve

This reserve is established to fund the Agency’s non-debt funded capital expenditure. Funds from this reserve are to be used in both “Pay-go” capital projects and major capital projects. Bond proceeds are not included in this reserve as bond proceeds are legally restricted funds. The Agency will track planned future use of Capital Reserve amounts for projects that are also debt funded in an annual update to the financial forecast.

Target Level –The balance of this fund at the end of a fiscal year is the maximum that may be spent on pay-go capital projects during the following fiscal year. The purpose of this target is to ensure that at the start of each fiscal year, funds are available to pay for the planned pay-go capital costs. This requirement prevents the Agency from relying on unearned revenues to pay for short term construction obligations and helps to enhance the Agency’s capital project and financial planning processes.

Events or Conditions Prompting Use of the Reserve – Upon the approval by the Agency Board of the capital improvement plan budget, staff is authorized to use funds from the Capital (Pay-go) Reserve to pay for the projects approved in the budget.

Source of funding – Pay-go funding is built into retail rates and is also funded with other non-operating revenue; additional allocations to this reserve may be made from Agency net cash from operations.

4.3 Water Supply Reliability Reserve

This reserve is maintained to provide a source of funding for the extraction of water from groundwater banking programs or acquisition of other necessary water supply during dry years that will help to further mitigate rate increases.



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Recommended Target Level – The target balance for the Water Supply Reliability Reserve will be equal to the cost to produce 10,000-acre feet from the Agency’s banking program in a dry year.

Events or Conditions Prompting Use of the Reserve – Upon the recommendation of the General Manager, or designee, the Agency Board may authorize the use of Water Supply Reliability Reserves for the purpose intended by this section 4.3.

Source of funding – Net cash from operations.

4.4 Revenue Rate Stabilization Reserve

This reserve is maintained to provide the Agency with the ability and flexibility to avoid sharp increases in customers’ rates or to smooth out rate increases over an extended time frame. Revenue Rate Stabilization Reserve funding is targeted at 20% of annually budgeted operating revenues.

Recommended Target Level –The Revenue Rate Stabilization Reserve shall have an amount equal to 20% of annually budgeted operating revenues. Upon the recommendation of the General Manager and notwithstanding the recommended minimum level, the Agency Board may approve the use of all the funds on deposit in the Revenue Rate Stabilization Reserve towards offsetting a proposed rate increase.

Events or Conditions Prompting Use of the Reserve – Upon the approval by the Agency Board, such amounts shall be transferred to the Agency’s revenue fund.

Source of funding – Net cash from operations.

4.5 Emergency Reserves

This reserve is established to provide additional liquidity in the event of a natural disaster, financial crisis, various economic uncertainties or financial hardships, loss of significant revenue sources, local disasters or capital obligations, cash flow requirements, unfunded mandates including costly regulatory requirements and other such needs. These amounts should supplement monies received from insurance policies and by state and federal programs.

Recommended Target Level - The Agency shall maintain an Emergency Reserve equal to 120 days of operating expenses, exclusive of (not including) depreciation, amortization of intangibles and debt service. Note that the calculation of 120 days of operating expenses exclusive of depreciation,



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amortization of intangibles and debt service is made by dividing the annual total by 360 days then multiplying by 120. This method is commonly used to determine an average daily or number of days of expenditure but does not consider the actual timing of any specific expenditures.

Replenishment – Upon the amount on deposit declining below 60 days on deposit, the Agency will take steps to restore the amount on deposit within two years to the recommended target level.

Events or Conditions Prompting Use of the Reserve – At the recommendation of the General Manager, or designee, the Agency Board may authorize the use of funds from the Emergency Reserve. Upon the occurrence of an event identified above and until such time that the Board can act, the General Manager is authorized to approve the use of an amount of funds equal to 15 days of operating expenses.

Source of funding –Net cash from operations.

5.0 REPORTING

The annual Budget document will include a reserve analysis, showing reserve amounts and targets for each reserve. Staff will identify any major change in conditions which may threaten reserve levels and the General Manager will provide an analysis to the Board of Directors. This analysis would include an explanation of why reserve levels are below targeted levels and/or a recommended course of action to improve reserve levels.

The following table summarizes the Unrestricted Reserve Fund Policy target levels: Table 1.0

<u>Reserve</u>	<u>Reserve Requirements</u>
	<u>Target</u>
<u>Operating</u>	<u>120 days of annual budgeted operating expense, including debt service</u>
<u>Capital (Pay-go)</u>	<u>Prompt year budget for pay-go projects</u>
<u>Water Supply Reliability</u>	<u>The cost to produce 10,000-acre feet from the Agency's banking program in a dry year</u>

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<u>Revenue Rate Stabilization</u>	<u>20% of annually budgeted operating revenues</u>
<u>Emergency</u>	<u>120 days of operating expenses, excluding debt service</u>

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(Originally adopted November 2018; revised December 2020)

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CLEAN VERSION



POLICIES, RULES AND REGULATIONS	
Title: UNRESTRICTED RESERVE FUND POLICY	
Approval Date: December 2020	Effective Date: December 2020
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1.0 INTRODUCTION

There are two types of cash reserves, Restricted and Unrestricted. Restricted reserves are established and utilized for narrowly defined purposes as specified by legal restrictions, bond covenants, and other regulations or ordinances. The Santa Clarita Valley Water Agency (SCV Water, or Agency) at times may have restricted reserves for:

- Unspent Bond Proceeds
- Bond Redemption
- Water Conservation
- Grants

As a specific example, unrestricted reserves do not address investments of debt proceeds held by bond trustees that are governed by the provisions of debt agreements of the Agency, rather than the general provisions of the California Government Code.

This policy does not apply to Restricted reserves.

This policy has been developed to maintain prudent management of the Agency water system, which requires that unrestricted reserve funds be established and maintained to fund scheduled and unscheduled expenses including operation and maintenance, debt service, emergencies, capital investment including repair and replacement, and for the stabilization of water rates. This policy has been revised to integrate the unrestricted cash reserves of the four divisions of the Agency: Regional (formerly wholesale), Newhall Water Division (NWD), Santa Clarita Water Division (SCWD) and Valencia Water Division (VWD).

This policy describes the prudent unrestricted reserve fund needs of the Agency, identifies the sources of funding for such reserves, and target amounts for each reserve. Reserves are highly regarded by credit rating agencies, credit providers and investors. Although there are numerous methods to establish reserve funding levels, the Agency considers metrics utilized by the credit rating agencies, which provide guidance on liquidity and provides peer review through the assignment of credit ratings for bond issues. Funding the unrestricted reserves come from Agency net cash from operations.

2.0 POLICY STATEMENT

The Agency will have sufficient unrestricted reserves to maintain or improve its credit ratings, ensure that operating and maintenance costs will be paid in a timely manner, to pay debt service obligations, and to invest in needed capital improvements and equipment replacement on a timely basis. In addition, the Agency will maintain sufficient



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reserves to minimize rate increases due to sales volatility resulting from matters including, weather and regulatory impacts on demands, emergencies (such as local and natural disasters, catastrophic events), and regulatory changes.

3.0 MANAGEMENT OF RESERVES

Unrestricted reserves are to be managed utilizing the following criteria:

- Distinguish between legally restricted and unrestricted amounts. None of the reserves covered by this policy are legally restricted. Should a significant event occur that requires immediate funding to minimize damage or health risk, all funds covered in this policy are legally available.
- Contain a defined and distinct purpose. Sections 4.1 through 4.5 of this policy describes each reserve, the events or conditions that prompt the use of the reserves, and the target balance to be maintained in the reserve.
- Method to replenish reserves to Target levels. A priority for allocating net cash from operations from the prior year will be determined annually, based on prior year use of reserves and expectations of need in the near term.
- Specify periodic review dates of reserve balances and projected needs. Unrestricted reserve balances will be reviewed annually as part of the budget process.
- Balances should be maintained in amounts sufficient to meet reserve targets. To the extent that unrestricted reserves are above the target level, the Board has the flexibility to direct staff to utilize those available funds to pay for capital projects (reducing the need for future debt), pay down unfunded liabilities such as pension obligations, defease outstanding debt, or fund specific strategic objectives.
- Reserve levels below the minimum targeted amounts would leave the Agency exposed to significant operational risks. Should reserves be drawn down below the targeted level (except for the Capital Pay-go reserve that has its own criteria as explained in Section 4.2), the Agency will implement plans to return reserves to their targeted levels within three years. Such plans will be presented to the Finance & Administration Committee within twelve (12) months.



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4.0 UNRESTRICTED RESERVES

The Agency will maintain the following unrestricted reserves:

- Operating
- Capital (Pay-go)
- Water Supply Reliability
- Revenue Rate Stabilization
- Emergency

4.1 Operating Reserve

The purpose of this reserve is to maintain the financial viability and stability of the Agency by providing a safeguard against unplanned events including fluctuations in budgeted expenses and revenues, timing differences between revenues and expenses, and the variability of water supply and demand.

Recommended Target Level –The Operating Reserve Fund shall have a minimum amount equal to 120 days of annual budgeted operating expenses including debt service. Note that the calculation of 120 days of annual budgeted operating expenses including debt service is made by dividing the annual total by 360 days then multiplying by 120. This method is commonly used to determine an average daily or number of days of expenditure but does not consider the actual timing of any specific expenditures.

Events or Conditions Prompting Use of the Reserve –This Reserve may be routinely used by the Agency to cover temporary cash flow deficiencies caused by timing differences between revenues and incurring expense obligations and unexpected increases in operating expenses.

Replenishment – If at any time the amount on deposit declines below 120 days of annual budgeted operating expense including debt service, the Agency will take steps to restore the amount on deposit within one year.

Source of funding – Net cash from operations.

4.2 Capital (Pay-go) Reserve

This reserve is established to fund the Agency’s non-debt funded capital expenditure. Funds from this reserve are to be used in both “Pay-go” capital projects and major capital projects. Bond proceeds are not included in this reserve as bond proceeds are legally restricted funds. The Agency will track



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planned future use of Capital Reserve amounts for projects that are also debt funded in an annual update to the financial forecast.

Target Level – The balance of this fund at the end of a fiscal year is the maximum that may be spent on pay-go capital projects during the following fiscal year. The purpose of this target is to ensure that at the start of each fiscal year, funds are available to pay for the planned pay-go capital costs. This requirement prevents the Agency from relying on unearned revenues to pay for short term construction obligations and helps to enhance the Agency’s capital project and financial planning processes.

Events or Conditions Prompting Use of the Reserve – Upon the approval by the Agency Board of the capital improvement plan budget, staff is authorized to use funds from the Capital (Pay-go) Reserve to pay for the projects approved in the budget.

Source of funding – Pay-go funding is built into retail rates and is also funded with other non-operating revenue; additional allocations to this reserve may be made from Agency net cash from operations.

4.3 Water Supply Reliability Reserve

This reserve is maintained to provide a source of funding for the extraction of water from groundwater banking programs or acquisition of other necessary water supply during dry years that will help to further mitigate rate increases.

Recommended Target Level – The target balance for the Water Supply Reliability Reserve will be equal to the cost to produce 10,000-acre feet from the Agency’s banking program in a dry year.

Events or Conditions Prompting Use of the Reserve – Upon the recommendation of the General Manager, or designee, the Agency Board may authorize the use of Water Supply Reliability Reserves for the purpose intended by this section 4.3.

Source of funding – Net cash from operations.

4.4 Revenue Rate Stabilization Reserve

This reserve is maintained to provide the Agency with the ability and flexibility to avoid sharp increases in customers’ rates or to smooth out rate increases over an extended time frame. Revenue Rate Stabilization Reserve funding is targeted at 20% of annually budgeted operating revenues.



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Recommended Target Level –The Revenue Rate Stabilization Reserve shall have an amount equal to 20% of annually budgeted operating revenues. Upon the recommendation of the General Manager and notwithstanding the recommended minimum level, the Agency Board may approve the use of all the funds on deposit in the Revenue Rate Stabilization Reserve towards offsetting a proposed rate increase.

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Source of funding –Net cash from operations.

5.0 REPORTING

The annual Budget document will include a reserve analysis, showing reserve amounts and targets for each reserve. Staff will identify any major change in conditions which may threaten reserve levels and the General Manager will provide an analysis to the Board of Directors. This analysis would include an explanation of why reserve levels are below targeted levels and/or a recommended course of action to improve reserve levels.

The following table summarizes the Unrestricted Reserve Fund Policy target levels:
Table 1.0

Reserve Requirements	
Reserve	Target
Operating	120 days of annual budgeted operating expense, including debt service
Capital (Pay-go)	Prompt year budget for pay-go projects
Water Supply Reliability	The cost to produce 10,000-acre feet from the Agency’s banking program in a dry year
Revenue Rate Stabilization	20% of annually budgeted operating revenues
Emergency	120 days of operating expenses, excluding debt service

(Originally adopted November 2018; revised December 2020)



COMMITTEE MEMORANDUM

DATE: November 9, 2020
TO: Finance and Administration Committee
FROM: Rochelle Patterson *[Signature]*
Director of Finance and Administration
SUBJECT: Recommend Approval of a Revised Capitalization Policy for Fixed Assets

SUMMARY AND DISCUSSION

It is an accounting best practice for SCV Water to adopt a Capitalization Policy for Fixed Assets. This policy promotes good accounting and financial reporting by accurately accounting for and reporting capital assets in financial reports issued to external reporting agencies, granting agencies and the public.

The Board of Directors last approved the Agency's current policy in May 2018. Updates to the existing policy were needed prior to the finance management information system implementation, and are depicted by the struck-out or underlined language in the attached revised draft.

Essentially, assets will now be capitalized as a unit, whereas they were previously capitalized on a per-item basis. Also, construction period interest costs can now be expensed in the period incurred, whereas they were previously capitalized. Finally, depreciation of assets will be calculated once the project becomes complete or operational and will post on a monthly basis.

FINANCIAL CONSIDERATIONS

None.

RECOMMENDATION

That the Finance and Administration Committee recommends that the Board of Directors approve the attached revised Capitalization Policy for Fixed Assets.

RP

Attachment

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POLICIES, RULES AND REGULATIONS	
Title: CAPITALIZATION POLICY FOR FIXED ASSETS	
Approval Date: May 2018 <u>December 2020</u>	Effective Date: May 2018 <u>December 2020</u>
Approved By: Board of Directors	DMS # 14894 <u>23656</u>

CAPITALIZATION POLICY FOR FIXED ASSETS

1.0 INTRODUCTION

The Santa Clarita Valley Water Agency (SCV Water) Capitalization Policy is intended to promote good accounting and financial reporting. The policy allows SCV Water to accurately account for and report capital assets in financial reports issued to external reporting agencies, granting agencies and the public. The policy provides specific guidance to determine which capital assets are subject to separate accounting and reporting (i.e., Capitalization).

2.0 STATEMENT OF PURPOSE

In general, all capital assets, including land, buildings, machinery and equipment, with an original cost of \$5,000 or more, and with economic lives greater than one year, are considered fixed assets and will be capitalized for accounting purposes. All costs associated with the purchase or construction should be considered, including ancillary costs such as freight and transportation charges, site preparation expenditures, professional fees, and legal claims directly attributable to asset acquisition.

2.1 Specific Capitalization Requirements

For purposes of capitalization, the threshold will generally not be applied to components of capital assets. For example, a keyboard, monitor and central processing unit purchased as components of a computer system will not be evaluated individually against the capitalization threshold. The entire computer system will be treated as a single capital asset.

Repairs to existing capital assets will generally not be subject to capitalization unless it extends the useful life of the asset. In this case, it represents an improvement and is subject to the requirements described below.

A group purchase of items which are individually below the \$5,000 capitalization threshold may still qualify for capitalization. If the items are similar in nature, they qualify as a fixed asset, and in total they exceed the \$5,000 capitalization threshold, then they should be capitalized. An example is a purchase of 100 meters which cost \$500 each – the meters would be capitalized because they qualify as a fixed asset (useful life of greater than 1 year), they are similar in nature, and in total the value exceeds \$5,000.

Assets will be capitalized as a unit. Assets will not be recorded for individual items, unless the project costs are well-defined. An example is construction of a booster station that includes pumps, motors, electrical, structures, etc. If the



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Approved By: Board of Directors	DMS #1489423656

separate costs are not well-defined, the total project cost will be capitalized as one unit.

Staff training, on new Capital Assets, should not be capitalized.

2.2 Improvements to Capital Assets

Improvements to existing capital assets will be presumed (by definition) to extend the useful life or increase the capacity or performance of the related capital asset and, therefore, will be subject to capitalization if the cost of the improvement meets the \$5,000 threshold. An improvement to a capital asset that had an original cost of less than \$5,000, but now exceeds the threshold as a result of the improvement completed within the same fiscal year as the original purchase, should be combined as a single asset at the total cost (original cost plus the cost of the improvement) and capitalized.

2.3 Capital Projects

Capital projects under construction will be capitalized as Construction-In-Progress until they are at least 90% complete, or the project is operational and placed in use, or the construction has been certified as substantially complete. Costs to be capitalized include direct costs, such as labor and materials, as well as ancillary costs, ~~and any construction period interest costs as required by GASB Statement No. 34.~~ SCV Water adopted GASB 89, therefore construction period interest costs are no longer capitalized; they are to be expensed in the period incurred.

2.4 Depreciation

Depreciation is recorded on a straight-line basis over the estimated useful lives of the assets. Depreciation will be calculated when the project is operational and placed in use, or the construction has been certified as substantially complete beginning with fiscal year 2021, based on the assets in service at the beginning of the fiscal year. For the fiscal period immediately after adoption of this policy, FYE June 30, 2018, depreciation will be calculated based on the assets in service as of December 31, 2017. Depreciation will be posted monthly.

Depreciation lives (years) will be as follows:

Franchise & Consents	20
Other Intangible Plant	20
Organizational Costs	33
Structures & Impr (Source of Supply Wells)	30

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Wells	30
Structures & Impr (Pumping Plant)	30
Pumping Equipment	20
Castaic Turnout - Impr <u>Regional</u>	50
Other Pumping Equipment (Disinfection)	30
Water Treatment Equipment	30
Treatment Structures	35
Treatment Plant - Impr <u>Regional</u>	50
Structures & Impr (Reservoirs & Tanks)	30
Reservoirs & Tanks	50
Transmission & Distribution Mains	50
Fire Mains	50
Services	30
Meters	20
Meter Installations	20
Hydrants	30
Other Transmission & Distribution Plant	35
Structures & Impr (General)	40
Computer Equipment - Hardware	5
Computer Equipment - Software	5
Office Furniture & Equipment	10
Vehicles	10
Stores Equipment	10
Lab Equipment	5
Communications Equipment	7
Power Operating Equipment	10
Tools, Shop & Garage	10
Other General Plant	8
Sewer Plant	51
Sewer Lift Stations	50
Maintenance Facility	30
Lighting and Roads	25
Fencing	15

(Originally Adopted May 2018; revised December 2020)

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COMMITTEE MEMORANDUM

DATE: November 9, 2020
TO: Finance and Administration Committee
FROM: Rochelle Patterson *[Signature]*
Director of Finance and Administration
SUBJECT: Recommend Approval of Revised Employee Manual Policy No. 7 -
Employment Status and Work Policy

SUMMARY

Staff is recommending adding, Section 7.6 At-Will and Limited Duration Employees to allow the Agency to hire limited duration employees.

DISCUSSION

An At-Will and Limited Duration Employee is used to describe contracted employees whose appointment does not exceed three years in length.

From time-to-time, the Agency has a need to request temporary staff to perform duties relating to a specific project or to backfill for staff who are required to work on a specific project that may exceed 1,000 hours in a fiscal year. CalPERS limits the number of hours to 1,000 in a fiscal year in which a temporary staff can work, without becoming a member of CalPERS.

Section 7.0 Employment Status and Work Policy of the Agency's Employee Manual will be amended by adding the following section:

7.6 At-Will and Limited Duration Employees

In order to facilitate longer-term but still limited projects, the Agency has the authority to hire At-Will and Limited Duration Employees. An At-Will and Limited Duration Employee is one who is hired for a project or task that will necessarily exceed the duration allowed as a Temporary Employee. At-Will and Limited Duration Employees will be retained by letter agreement setting forth the project at issue, duties, and indicating a limited-term duration of no longer that two (2) years. At the discretion of the General Manager, and upon good cause demonstrating a need for the employee to continue work, the General Manager may extend the duration of employment for no longer than an additional one (1) year term. Employees are generally not eligible for benefits, except to the extent required by law or established by special agreement. The Agency acknowledges that, given the duration of employment, it may be required to comply with CalPERS contribution requirements.

No other material changes are proposed at this time.

FINANCIAL CONSIDERATIONS

The cost of temporary staff from a temporary agency includes an hourly rate and an administrative markup of 36% to 47% depending on the type of position requested. For example:

A temporary accounting position earning \$4,900 per month, plus \$1,764 in administrative markup for a total of \$6,664 per month.

The same At-Will Limited Duration Employee would earn the same \$4,900 per month, plus approximately \$1,228 in employer-related costs for a total of \$6,128 per month.

RECOMMENDATION

That the Finance and Administration Committee recommends the Board of Directors approve the attached revised Employee Manual Policy No. 7 – Employment Status and Work Policy.

RP

Attachment



EMPLOYEE MANUAL	
Title: EMPLOYMENT STATUS AND WORK POLICY	
Policy No.: 7.0	Section Nos.: 7.0 – 7.1213
Approval Date: <u>December 2020</u>	Effective Date: January 2018 <u>December 2020</u>
Approved By: Board of Directors	

7.5 Temporary Employees

A Temporary Employee is one who is hired for an expressly limited duration, or to work on a specific project. The job assignment, work schedule, compensation and duration of the employment will be determined on an individual basis, usually not to exceed six (6) months. Temporary Employees are generally not eligible for benefits, except to the extent required by law or established by special agreement.

7.6 At-Will and Limited Duration Employees

In order to facilitate longer-term but still limited projects, the Agency has the authority to hire At-Will and Limited Duration Employees. An At-Will and Limited Duration Employee is one who is hired for a project or task that will necessarily exceed the duration allowed as a Temporary Employee. At-Will and Limited Duration Employees will be retained by letter agreement setting forth the project at-issue, duties, and indicating a limited-term duration of no longer that two (2) years. At the discretion of the General Manager, and upon good cause demonstrating a need for the employee to continue work, the General Manager may extend the duration of employment for no longer than an additional one (1) year term. Employees are generally not eligible for benefits, except to the extent required by law or established by special agreement. The Agency acknowledges that, given the duration of employment, it may be required to comply with CalPERS contribution requirements.

7.6 7.7 Reinstatement

“Reinstatement” is the reappointment, with or without limited examination, of an employee who has resigned in good standing. The employee may be reinstated provided there is a vacancy and there is prior written approval of the General Manager.

7.7 7.8 Reclassification

If an employee is in a position that is reclassified to a higher salary range, the employee will maintain his or her current salary rate unless the employee’s current salary rate is below the minimum within the new salary range. In that case, the employee will receive the beginning, or lowest, salary in the new range.

Except as otherwise provided by policy or law, if an employee is in a position that is reclassified to a lower salary range, he or she shall retain the same salary until such time as the employee’s salary is within the new range.

7.8 7.9 Reduction in Personnel/ Request of Employee

Notwithstanding any other provision of these rules, nothing provided herein shall prohibit the Agency from layoffs or reductions in force for administrative, organizational, or


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COMMITTEE MEMORANDUM

DATE: November 9, 2020

TO: Finance and Administration Committee

FROM: Rochelle Patterson 
Director of Finance and Administration

SUBJECT: Recommend Approval of a Resolution Approving Statements of Work and a Hosting Service Agreement with Systems & Software, Inc. (S&S) for enQuesta v6 Client Information System (CIS) Upgrade

SUMMARY

This recommendation is seeking approval of two statements of work with Systems & Software, Inc (S&S) to upgrade the enQuesta customer service billing software to the enQuesta v6 platform. This upgrade is a robust, secure and cloud-based Customer Information and Utility Billing System. Upon the completion of the upgrade, all three retail divisions will be supported by one unified utility billing system. The cost of the upgrade is \$887,128 with balance of \$167,036 for the maintenance and support fees. The funds to pay for the upgrade are included in the current year budget. The statements of work will be governed by an existing agreement between S&S and the Valencia Water Company, which SCV Water has assumed. The upgrade will also require a new Hosting Service Agreement between SCV Water and S&S to address the terms of use for cloud-based services.

DISCUSSION

Of the three legacy utility billing systems, the enQuesta system has the capability to manage utility billing for the Santa Clarita Water Division (SCWD), Valencia Water Division (VWD) and Newhall Water Division (NWD). Currently, VWD and NWD are using enQuesta v4.5. The need to upgrade was an expectation of the customer service post-merger integration. Components of our existing platform are near or beyond end-of-life and currently under extended warranty/support.

- VWD and NWD's current version of enQuesta runs on Oracle Database v11.2.0.4. This version is already past its official support life cycle and is now into the extended support life cycle, which is set to end as of December 2020. After December 2020, patch releases and security updates will not be provided by Oracle. enQuesta v6 supports Oracle Database v19.c which went to general release in late 2019 and includes numerous improvements pertaining to security vulnerabilities, improving data management, compression and communication standards.

Staff has identified a number of increased operational efficiencies, including the benefit of having one CIS for all legacy divisions, with improved overall customer experience that will be realized upon project completion.

Operational Efficiencies

- Enables customer meter reading routes to be combined and aligned based on location, regardless of division.
- Facilitates future initiative to expand the use of AMI (Advanced Metering Infrastructure) technology and a customer portal which will provide real-time usage data and leak alarm notifications (this will also improve the customer experience.)
- Includes a document management system; this reduces staff time required to manage and maintain paper customer files such as application, bankruptcy and amortization documents, and reduces the liability associated with housing such paper documents containing sensitive data.
- Includes a mass email notification system for critical/urgent account information; this eliminates our dependency on 3rd-party notification programs such as Constant Contact in which customers often opt-out of discretionary messaging and require alternative outreach for compliance-related matters.
- Includes a mobile work order solution that will create a more streamlined and efficient workflow for Customer Care and FS (Field Services); will eliminate a significant amount of paper and phone interaction with field personnel.
- Includes Job Scheduler, which enables all batch processes to be scheduled as needed or executed during non-business hours; this includes critical yet time-consuming processes such as billing.
- Limits maintenance and staff training to a single CIS.
- Streamlines rate and security setting processes.
- Includes a user interface that was designed using Google Material Design principles which use the same grid-based layouts, responsive animations and transitions, padding and depth effects used in all Google-based applications. Improved system navigation provides enhanced search capability and an intuitive menu system. Users having experience with modern web-based applications and software will feel at home.

Improved Overall Customer Experience

- A single 3rd-party payment processor brings consistency to the products, payment methods and functionality the Agency offers to all divisions. This includes expanding functionality such as autopay, recurring payments, automatic bill-is-ready email notifications, and American Express as a payment option to SCWD customers, but already available to NWD and VWD customers.
- Mass email notification system ensures that all customers will have timely receipt of critical/urgent account information; this mechanism will also be used to alert customers of status changes to open work orders.
- Upgraded Capricorn customer portal built with the latest technology and security standards; it has a current look and feel, provides water use data and integrates Agency documents such as service applications.
- One universal bill format will be used for all divisions providing consistency to customers who relocate within the service area and/or own properties in one or more legacy service areas.

The project is expected to be completed in September 2021.

FINANCIAL CONSIDERATIONS

The upgrade will be funded by the capital improvement budget in an amount not to exceed \$887,128 for the upgrade and conversion, and \$167,036 for maintenance and support fees. It is expected that approximately 75% of the upgrade cost will be expensed in FY 2020/21 and the remaining 25% in FY 2021/22.

LEGAL REVIEW

SCV Water legal counsel is working with S&S on (i) the preparation of a Letter of Authorization and Contract Modification to add the statements of work for the upgrade to the existing agreement; and (ii) modifications to the Hosting Service Agreement to address data security for the cloud-based services.

RECOMMENDATION

That the Finance and Administration Committee recommends the Board of Directors approve a resolution approving Statements of Work and a Hosting Service Agreement with S&S, Inc. for enQuesta v6 Client Information System Upgrade in an amount not to exceed \$887,128 for the upgrade and conversion, and \$167,036 for maintenance and support fees, subject to final approval of the documentation for the upgrade by SCV Water Legal Counsel.

RP

Attachments

1. Statement of Work for enQuesta 6.0 Upgrade
2. Statement of Work for Capricorn software to support enQuesta Upgrade
3. Hosting Service Agreement
4. Pricing Sheet
5. Draft Resolution

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Systems & Software, Inc.

enQuesta 6

SCV Water Statement of Work for enQuesta v6 Upgrade

Document Version 1.1

November 5, 2020

Confidential Material Enclosed - This document includes information that Systems & Software, Inc. (S&S) considers to be confidential, trade secrets, and proprietary information. Unless as required by law, it shall not be disclosed outside SCV Water (SCV). SCV, for purposes of this provision, shall include any consultants assisting SCV.

Revision History

Date	Version	Description	Author
9/3/2020	1.0	Initial Draft	Dan Barry
10/5/2020	1.1	Requested Changes	Dan Barry

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Statement of Work for enQuesta v6 Upgrade

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1. Project Objectives

enQuesta v6

- 1.1.1 SCV Water and Systems & Software, Inc. (S&S) have agreed to engage in the upgrade of the existing enQuesta Client Information System (CIS) and ancillary modules. Under this arrangement, SCV Water will upgrade from their currently installed release of enQuesta v4 to enQuesta v6. Objectives of the upgrade are:
- Establish SCV Water on the standard, most current version of enQuesta v6.
 - Implement the new features that have been identified within this statement of work.
 - Upgrade SCV Water to the most recent version of Oracle 19c Database, Operating System and Middleware.
 - Upgrade S&S' next generation reporting solution, the enQuesta Reporting Portal, to the current version utilizing Cognos Analytics.

SCV Water and Systems & Software

- 1.1.2 SCV Water, having its principal offices at 27234 Bouquet Canyon Rd, shall be referred to herein as the "Client". Systems & Software, Inc. having its principal offices at 10 E Allen Street Suite 201 Winooski, VT 05404, shall be referred to herein as "S&S".

Project Overview

- 1.1.3 The duration of this project is expected to be 9 months until Go-live plus 1 month of Post-Go-live (before transitioning to Support) although this is subject to change based on the mutually agreed upon project plan.
- 1.1.4 The Client is estimated to have approximately 42,000 active accounts, and will increase to approximately 83,000 accounts with the Santa Clarita Division Conversion.

2. Purpose of SOW

Products and Services

- 2.1.1 This Statement of Work (SOW) describes the products and services to be delivered by S&S as well as the responsibilities of both the Client and S&S throughout the duration of the Project.

Cost, Schedule, and Scope

- 2.1.2 S&S and the Client agree to cooperatively manage the cost, schedule, and scope of the project. Project scope is limited to the tasks and deliverables identified in this SOW. Items not specifically detailed in this SOW are to be considered out of scope.
- 2.1.3 All costs associated with third party hardware and/or software will be subject to the current rates of the third-party vendor at the time an order is placed. Maintenance for third party software shall commence at the time the order is placed.

Labor Rates

- 2.1.4 If the need for additional services is required throughout the Project due to scope change, additional labor rates will apply. Labor rates for additional services will be billed at the current year hourly billable rate.

Change Control

- 2.1.5 Both the Client and S&S agree to reserve the right to enter into negotiations covering items currently known to be outside of scope or not yet currently defined using the S&S Change Control Plan procedures. It is acknowledged that those negotiations would potentially lead to a Change Order to this project or a separately defined project. Change Orders will be evaluated for impact to cost, schedule, project risk(s), and resources.

3. enQuesta v6 Product New Features

New features available are listed in Attachment B – New Features Guide. Note that not all new features are created equal with respect to level of new functionality offered, impact to existing enQuesta business practices, license cost, ongoing maintenance cost and level of effort required to implement for analysis, configuration, training and testing. New features that require a significant level of implementation effort and/or license and maintenance are called out as “Optional” and need to be listed below to be included in the Upgrade Project scope. Optional features not included below are considered out of scope. All Standard features are included automatically in the scope of this Upgrade project.

See

Optional New Features in Scope:

- 3.1.1 S&S Hosting (See Hosting Agreement)
- 3.1.2 Capricorn
- 3.1.3 DCSE Water SMART integration

4. enQuesta v6 Security Architecture New Features

The following security architecture enhancements are required with the delivery and implementation of the enQuesta v6 solution.

4.1.1 Web Application Firewall (WAF) - S&S will install a Web Application Firewall (WAF) to prevent any vulnerable requests that would damage the application. See Figure 1 below for full application network diagram and Figure 2 for zoom in of Internal Zone to identify WAF.

4.1.2 Impact to the Client:

4.1.2.1 The Client's real time API vendors will need to change the enQuesta endpoint URLs to the new v6 URLs.

4.1.3 Enterprise Service Bus (ESB) – S&S will install an ESB that will expose enQuesta APIs using ESB Proxy service. This will enforce authentication one of two ways for each API (i.e., APIs may have no authentication now, but will have to choose one of the following methods going forward on v6):

- Basic HTTP authentication with a username and password.
- B2B SSL certificate (allows authentication only between parties with valid certificate)
 - S&S generates certificate and provides to vendor (note that this is separate from enQuesta application SSL certificate described below.)

See Figure 1 below for full application network diagram and Figure 2 for zoom in of Internal Zone to identify ESB.

4.1.4 Impact to the Client:

4.1.4.1 The Client will need to contact each of their real time API vendors to have each vendor choose Basic HTTP authentication or B2B certificate.

Figure 1

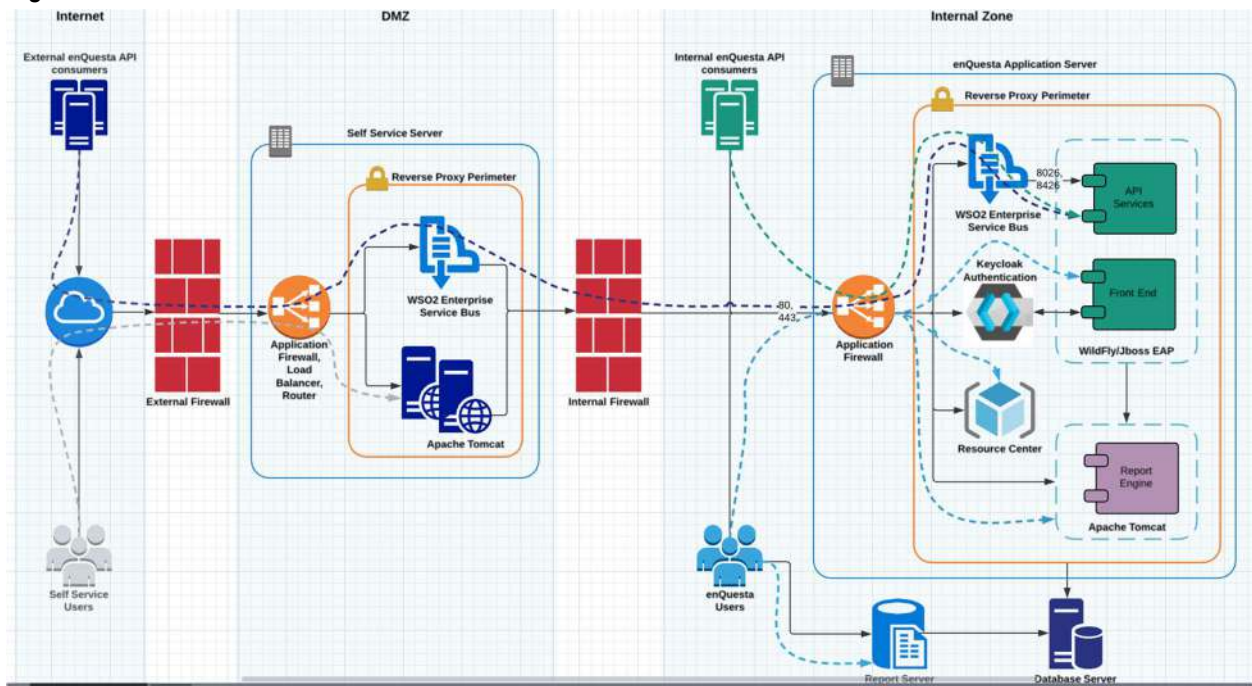
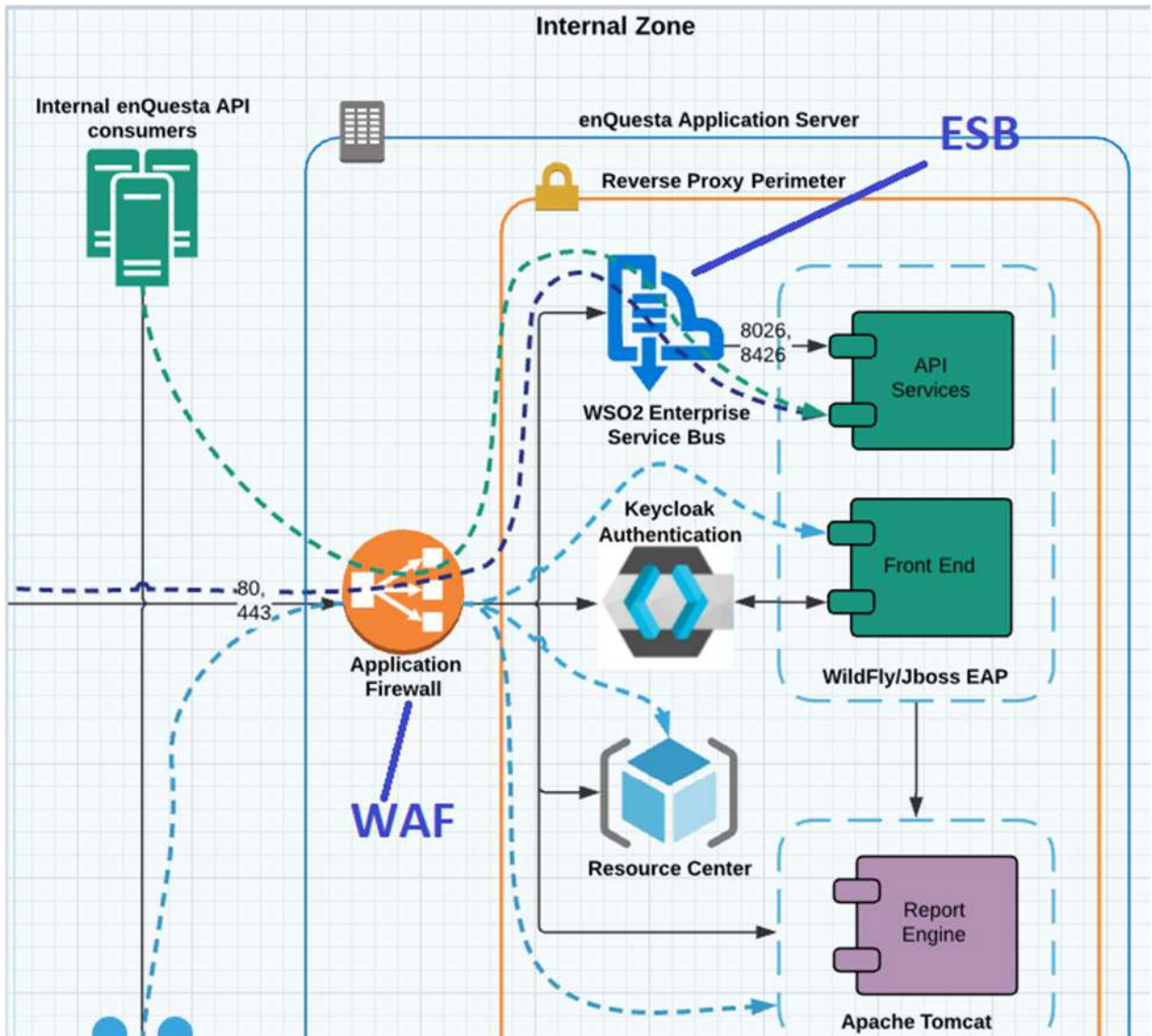


Figure 2



Statement of Work for enQuesta v6 Upgrade

4.1.5 SSL Certificate (for enQuesta application servers, separate from B2B SSL certificate) – We need to Install an SSL certificate on enQuesta application servers (Prod, Train, Test, etc.) and disable HTTP access.

4.1.6 Impact to the Client:

4.1.6.1 There are two options for installation:

4.1.6.1.1 *Preferred S&S option* - S&S prefers to install wildcard enquesta.io certificate.

4.1.6.1.2 Other option is for the Client to provide SSL certificate with their own domain.

4.1.7 FTP Security Changes - Incoming FTP traffic is no longer allowed; however outgoing FTP traffic is allowed to put or get files from vendors.

4.1.8 Impact to the Client:

4.1.8.1 The Client currently connects to enQuesta servers via FTP to transfer upload and download files among enQuesta users, vendors and the enQuesta application. These file transfer processes clearly need to remain in place to support the function of ongoing Utility business, however the method will be replaced with one of the following for each batch interface depending on the current process.

4.1.8.1.1 enQuesta manual file upload via enQuesta application (instead of FTP client or .bat script)

4.1.8.1.2 enQuesta manual file download via enQuesta application (instead of FTP client or .bat script)

4.1.8.1.3 Job Scheduler file upload

4.1.8.1.4 Job Scheduler file download

4.1.8.1.5 LFTP (ftp/scp/sftp)/cron (S&S to help configure)

4.1.8.1.6 (wget/curl)/cron (S&S to help configure)

4.1.9 Cash API (CashServices) Change – Applies to Clients using Real-time Payments (e.g., Paymentus, InvoiceCloud, Kubra, etc.). S&S changed the authentication flow to native session management using HTTP JSESSIONID header.

4.1.10 Impact to the Client:

4.1.10.1 The Client must inform vendor(s) to make changes needed to connect to API via new authentication method.

5. Attachments to the SOW Include

- Attachment A – Hosting Agreement
- Attachment B – Capricorn Scope of Work

6. Initiate & Analysis Phase

Phase Overview

Initiate

- Establish project goals and procedures
- Put Project Infrastructure in place
- Plan for testing and configuration of New Features and process changes

Activities

- Project team assembly
- Project Management Plan created
- Project kick off
- New features and Customer enQuesta challenges & pain points review
- System hardware & software installation
- Develop testing plan
- Complete user training matrix and conduct training requirements analysis

Phase Deliverables & Key Milestones

Phase Deliverable & Key Milestones	Deliverable Type	Delivery Ownership		Acceptance Ownership	
		S&S	Client	S&S	Client
Project Team Assembly	Action	X	X	X	X
Completion of Onsite Kick off Meeting	Action	X			X
New Features Review	Action	X			X
Client enQuesta Challenges & Pain Points Review	Action	X	X		X

Statement of Work for enQuesta v6 Upgrade

New Features & enQuesta Process Change Document(s)	Doc	X			X
Project Management Plan	Doc	X			X
Delivery of enQuesta v6 Environment	Action	X			X
Develop Testing Plan	Doc	X			X
Complete User Training Matrix	Doc	X	X	X	X

Project Team Assembly / Staffing Requirements

6.1.1 Project Manager

6.1.1.1 Both the Client and S&S will assign Project Manager(s) (PM) for the duration of this project, including the 30-day post Go-Live period, as defined in this SOW. Each Project Manager shall have decision making authority and be the central point-of-contact within their respective organization.

6.1.1.2 S&S Project Management activities will be carried out both onsite and remotely.

6.1.1.3 Project Management is comprised of the following responsibilities and associated activities: Scope Management, Change Management, Resource Management, Communication Management, Issue Management, and Relationship Management.

6.1.2 Executive Sponsor

6.1.2.1 S&S will assign an Executive Sponsor for the duration of this project. The Client must also assign an Executive Sponsor. This ensures the needs of all parties are being met. Executive Sponsors shall interact and/or meet on a mutually agreed upon basis and may engage on any type of issue.

6.1.3 Project Team

6.1.3.1 Both S&S and the Client will be responsible for assigning a Project Team of qualified resources to cover all aspects of the project, including but not limited to Project

Management, Subject Matter Experts (SMEs), and Technical Experts. Qualified Resources are those individuals that have expert knowledge of today's environment, and are able to think outside the box.

6.1.3.2 Proposed areas of expertise include:

- Project Management
- IT (Hardware, Network, Peripheral Devices)
- Conversion
- Training
- Business Processes / Functional SMEs
- Interfaces
- Testing
- Reporting

6.1.3.3 All project team members are expected to be empowered to make decisions.

6.1.4 Project Room

6.1.4.1 It will be necessary for the Client to establish a Project Room for use throughout this project. The Project Room must accommodate the S&S Project Team while onsite to conduct non-training activities, such as Business Process Analysis, Testing, etc.

6.1.4.2 The Project Room must have, power sources, network access, internet access, a telephone, and a networked printer. The S&S Team must have access to the enQuesta server while on-site.

Project Kick Off, New Features & Client EnQuesta Challenges / Pain Points Review

6.1.5 The project kick off will take place following the upgrade contract signing. The S&S team will be onsite to review the following items with the Client:

- Review initial project plan schedule
- Project Plan – define key tasks, deliverables, interfaces, and testing expectations
- Define project structure and lines of communication
- Demonstrate and review what functionality has changed from current v4.1 to v6.
- Review existing Client challenges and pain points with current enQuesta processes to identify additional configuration (changes) that should be done as part of the upgrade. Note this is not a full BPR or BPA assessment in each of the functional areas. S&S will review the enQuesta processes identified by the Client in advance of this discussion. S&S will provide documentation to the Client after this and the New Feature review session on the new processes and configuration that will be implemented.
- Documentation request for current list of users, training needs, and security groups
- Hardware and software specifications review, as well as procurement expectations

Development of Joint Project Management Plan

- 6.1.6 The Project Management Plan describes how the project will be managed and is necessary in defining, preparing, integrating and coordinating all subsidiary plans and processes as part of S&S's Implementation Methodology. The Project Management Plan will be reviewed and finalized during the Kickoff.
- 6.1.7 The Project Management Plan integrates all tasks S&S requires in order to manage the project and will be the primary source for information for how the project activities will be planned, executed, monitored and controlled, and closed. The Client might require additional tasks, such as customer communications or internal process review, but these tasks will not be reflected or tracked in the Upgrade Project Plan. Following is a list of responsibilities included with the management of the Project Management Plan.
- 6.1.8 Scope Management
- 6.1.8.1 Scope management is the act of managing the project, its associated deliverables, activities as defined in this SOW, and all contract documents. Proper scope management ensures that the project plan is executed according to the timeframes and budget defined for this project. Any scope not defined in this SOW will follow Change Control Plan procedures. Attached to this SOW is a Sample Project Schedule, Attachment C.
- 6.1.8.2 The S&S PM will update the project schedule on a monthly basis and submit it to the Client PM(s) for review and approval. Regular Project Team meetings will be held weekly via conference call.
- 6.1.8.3 The S&S PM is responsible for ensuring the day-to-day activities are being carried out in a manner consistent with defined project objectives, industry standards and contractual obligations.
- 6.1.8.4 The Client PM's are responsible for ensuring the day-to-day activities are being carried out in a manner consistent with defined project objectives, industry standards and contractual obligations.
- 6.1.9 Time Management
- 6.1.9.1 Time Management is the process of estimating, scheduling and tracking project activities. The overall project schedule will be managed by the S&S Project Manager to ensure that the project is delivered in a timely manner. All the critical path items will be managed closely by the S&S PM and Client PMs in their respective areas of responsibility.
- 6.1.10 Resource Management

6.1.10.1 Resource Management is the responsibility of both the S&S PM and the Client PM's. Each PM is responsible for the oversight and management of the project team members from their respective organizations which may include employees, contracted consultants and vendors.

6.1.10.2 The S&S PM will manage S&S resources; the Client PM's will manage Client resources, and third-party vendors.

6.1.10.3 At no time shall S&S become involved with the oversight or scheduling of Client resources or the Client's third-party vendors.

6.1.10.4 It is the responsibility of each PM to ensure proper resources are available as scheduled in the project plan. This includes, but is not limited to, attendance in training sessions, team meetings, and conference calls, as well as participation in analysis, testing, and all other project activities.

6.1.10.5 Changes to the project timeline or the project plan that are due solely to the Client and/or the Client's third-party vendors may result in a change of scope and be subject to Change Control Plan procedures.

6.1.11 Change Control Management

6.1.11.1 Change Management is the process whereby out of scope requests or requirements are documented, analyzed, assessed for impact on the project and submitted for approval on mutually agreed upon Change Management Control.

6.1.11.2 The Client Project Managers will initiate an S&S Change Request Form which commences the Change Management process. The initial Change Request will be delivered to the S&S PM for consideration of the following: any possible resolution plans, resource requirements, impact to schedule, proposed timeline, and cost.

6.1.11.3 For all approved changes, the S&S PM will update the project schedule with the additional scope of work including project tasks, durations, and assigned resources. These tasks will then be managed as part of the overall project.

6.1.11.4 S&S may suggest that some Change Requests be managed outside the scope of the original implementation. This project decision will require the mutual agreement of the parties.

6.1.11.5 For those Change Requests that have financial ramifications, Payment Milestones will be reviewed and suggested modifications proposed by the S&S PM. Such proposed Payment Milestone changes shall be subject to the approval of the Client.

6.1.12 Test Plan

6.1.12.1 S&S will deliver a test plan document that will outline the goals of the following three test phases: Functional/Integration Testing, User Acceptance Testing (UAT, executed after the Mock Go-live Conversion) and Go-live Testing. Dates will be scheduled for each of the three test phases in the Project Plan. The Client is responsible for creating day-by-day and week-by-week detailed testing schedules for Client resources (to determine which test scripts will be executed) for each of the three test phases.

6.1.12.2 S&S will load standard enQuesta test scripts into a Client specific area in the SpiraTest online testing tool. The Client is responsible for customizing these test scripts and adding any additional ones required (e.g., Client specific interface test scripts). Training will be provided on how to use the SpiraTest tool to manage test script editing/creation.

6.1.12.3 Once the new enQuesta system is launched and the Client's end users are trained on the new features during Core Team training, the Client will begin the Functional/Integration test phase.

6.1.12.4 UAT is a formalized 1-2 weeks of testing (to occur immediately after the Mock Go-live conversion) in which the S&S implementation team will be onsite assisting the Client with "day in the life" testing, or executing daily jobs, run sheets, updates and interfaces in enQuesta. The S&S PM will provide a sample test plan and will jointly customize it with the Client PM to list all of the major business processes typically run in a 1-2 week period. The Mock Go-live conversion and UAT together are referred to as Simulation.

6.1.12.5 The final testing event will occur the day before Go-Live. After S&S brings up the new enQuesta system and completes initial smoke testing, the Client will be responsible for final testing before providing the final approval to launch. The S&S implementation team will be onsite to assist in testing.

6.1.13 Relationship Management

6.1.13.1 Relationship Management is the responsibility of the Project Managers. The S&S PM will serve as the central point of contact for all Client project-related needs. The Client PM's will serve as the central point of contact for all S&S project-related needs. The S&S and Client PM's are responsible for managing the project to the deliverables specified in this SOW and contract documents. Implementation issues are the responsibility of the S&S Project Manager, and supported by the S&S Implementation Team until the end of the 30-day Post Go-Live Implementation Support Period when the support services are transitioned to the Support Desk.

System Hardware and Software Installation

6.1.14 Hardware and Third-Party Software Requirements

6.1.14.1 The following sections list the hardware, network and software requirements for the enQuesta solution. The server and environment specifications are defined at contract signing so that establishing the project infrastructure can start as soon as the contract is signed. The Client is required to ensure the hardware is in place, setup and ready for S&S Base Solution installation (i.e., enQuesta) at the time of project kickoff. While S&S will make every effort to work around hardware not being available at project kickoff, delays in hardware could result in schedule delays and change orders.

6.1.14.2 If the Client purchases hardware independently, the order and delivery schedule must fit within the critical path identified in the project schedule.

6.1.14.3 Hardware Requirements:

6.1.14.3.1 The Client will be running on Oracle cloud. This can be sized similarly to the current hardware and adjusted up using virtualization. For the Database, S&S recommends accounting for a 20% increase in load. A hardware review will take place with the S&S and Client project team.

6.1.14.4 Client PC Requirements:

MINIMUM WORKSTATION REQUIREMENTS

(Desktop or Laptop)

WORK STATION	RECOMMENDED SYSTEM
Operating System	Windows 10, Microsoft Office 365 or 2016
Processor	7th Generation Intel® Core i7™ Processor or equivalent
RAM	8GB Minimum, 16GB+ Recommended
Screen Resolution	1080P (1920 x 1080) Resolution
Disk	100 MB (free)
LAN Speed	100 Mbps
Browser	IE11**
PDF Viewer	Acrobat Reader (latest ver. at the time of installation)

** IE 11 Compatibility View settings turned on.

Please note that S&S does not offer support related to Windows and other PC desktop system support, communications, or infrastructure support.

6.1.14.5 Third Party Software

6.1.14.5.1 With the initial configuration of the hardware, all core vendor operational software must be installed and configured. Once the installation and configuration has been completed, the functionality of this software will be tested.

6.1.15 Client Responsibilities

6.1.15.1 The Client will be responsible for the server footprint (hardware enclosures, power, etc.) and will provide the necessary space within their data center to accommodate the hardware configuration.

6.1.15.2 The Client will provide a stable hardware and network environment and a minimum of one (1) System Administrator to support and maintain the network related hardware and software. All production network connections must be hard wired; wireless connections are not suitable for enQuesta production operation.

6.1.15.3 The Client will meet the minimum system requirements as defined in this SOW.

6.1.15.4 The Client will follow mutually agreed upon back-up procedures. Back-ups will include the entire server including program files, database and system files as S&S recommends and instructs.

6.1.15.5 The Client will provide an uninterruptible power supply (UPS) capable of supporting the application and database servers and hardware for a period of time long enough to support normal shut down, running on battery backup power.

6.1.15.6 The Client will provide connectivity to the enQuesta server (or servers if the Client either a) has or will have both a Production and Train server or b) has or will have both a Production Application and Production Database server).

6.1.15.7 The S&S preferred network connection would be at least 1.5Mbps with all servers put into a DMZ. Given the number and diversity of Clients requiring support from S&S, each with varying networking infrastructures, support of software-based VPN clients is not a viable option for this project. If the Client does not currently have one of these hardware solutions in place, they will assist S&S' Network & Security Personnel with the implementation and testing of one.

7. Build Phase

Phase Overview



- Install S&S Base Solution (enQuesta) on Customer servers
- Perform data mapping and cleansing activities
- Execute test conversions
- Configure new features and process changes
- Update interface and Customer-specific modifications to be v6 compliant
- Existing Cognos reports converted for new version (enQuesta Analytics)

Activities

- enQuesta installed on Customer servers and environments (e.g., prod, test, train)
- Hold data mapping sessions to map existing data to some new features (e.g., device normalization, notifications), cleanse data as needed
- Execute test conversions
- Configure enQuesta production and test systems for new features and process changes identified during initiate and analysis phase
- Update interfaces, Customer-specific modifications and Cognos reports to be v6 compliant

Phase Deliverables & Key Milestones

Phase Deliverable & Key Milestones	Deliverable Type	Delivery Ownership		Acceptance Ownership	
		S&S	Client	S&S	Client
enQuesta installed on Client servers and environments	Action	X			X
Data mapping sessions	Action	X			X
Data cleansing	Action		X	X	

Statement of Work for enQuesta v6 Upgrade

Execute test conversions	Action	X			X
Configure enQuesta production and test systems	Action	X			X
Update existing interfaces and Client-specific modifications for v6	Action	X			X
Convert existing Cognos reports for v6	Action	X			X

enQuesta Database and Software Installation

7.1.1 Once the Client hardware and network configuration is in place, S&S will install and unit test enQuesta on each of the Client environments (e.g., prod, test, train).

Data Mapping & Cleansing

7.1.2 S&S will hold data mapping sessions (either at kick off, or in subsequent conference calls) with the Client to determine how to best convert existing enQuesta data into certain new features that require a data structure change (e.g., device normalization for pre-v4.5 Clients, cotenant, phone and email new data structures). S&S will document the data mapping/conversion plan, and then also give the Client spread sheets for either data cleansing purposes or decisions that need to be made for data mapping/conversion.

7.1.3 The Client is responsible for any data cleansing activities that result from the data mapping sessions.

Execute Test Data Conversions

7.1.4 S&S will take full responsibility for data conversion with exception of the following Client activities:

- Providing clean data.
- Working with S&S to ensure reliable access to data sources and required Client resources as needed.
- The Client will run and provide S&S copies of the billing, trial balance and deposit reports prior to each conversion.

7.1.5 Data to be converted

7.1.5.1 All data as currently exists in the enQuesta system.

Statement of Work for enQuesta v6 Upgrade

- 7.1.5.2 Any data archiving is out of scope. Additional analysis/services would be required if archiving is desired.
- 7.1.6 One or two test conversions will be executed as per the Project Plan and timelines that need to be met to execute Go-live on the desired date. Test conversion(s) will be used for the first test phase: Functional/Integration testing.
- 7.1.7 S&S will provide a balancing report and conduct a bill parallel with each test conversion.

enQuesta Configuration

- 7.1.8 S&S will configure the enQuesta production and test systems according to the decisions documented in the New Features and enQuesta process changes document from the initiate and analysis phase. All configuration will be unit tested.

Printer Queue Migration

- 7.1.9 Printer drivers are created either by the manufacturer or in some cases may use a generic driver in the operating system. You may have noticed that when buying a new computer at home, it may not work with your old printer. If your computer is running a new version of Windows, a driver may not exist for (meaning that version of Windows is not compatible with) your old printer. If this Upgrade includes an Operating System upgrade, you may find the same issue arises.
- 7.1.10 As per the general support contract, the Client is responsible for the equipment such as computers and printers. Due to S&S's familiarity with Linux, we find that on a project that includes an OS upgrade it is easier for us to attempt the migration of print queues within enQuesta and will attempt to do so. However, testing of those printers is still the responsibility of the Client. This should be added to the Client's test plan.
- 7.1.11 After attempting to migrate your print queues, S&S will provide a list of printers that appeared to have migrate well and a list of those that did not. For those that did not, S&S will provide you information regarding the issue that occurred. Once this list has been provided, it becomes the responsibility of the Client's test team to report issues in SpiraTest, test printer function, and resolve printer and network issues. S&S will of course take responsibility for application issues and test from the server side. The Client's test team should include two types of resources, one with experience with enQuesta who can try printing from all the test queues and one that can address network and hardware issues.

Client-specific modifications & Interfaces

- 7.1.12 S&S will port forward to v6 all Client interfaces that currently exist in the current production

Statement of Work for enQuesta v6 Upgrade

enQuesta environment.

7.1.13 All existing Client-specific modifications will be ported forward to v6 as part of the upgrade.

7.1.14 S&S will unit test all ported forward interfaces and Client-specific modifications.

7.1.15 Client Responsibilities

7.1.15.1 Interface work required of third parties, as well as management of the schedule for third party work on interfaces is the responsibility of the Client.

Cognos Report Conversion

7.1.16 The Client will research the reports in their current Cognos library and identify only the ones that need to be ported forward, so that time is not unnecessarily expended on reports which are no longer required. S&S will convert up to 50 reports as part of the standard Upgrade Project scope. Additional reports can be converted as needed using a baseline level of effort of 10 minutes per report, which would be subject to a change order.

Santa Clarita Division Conversion

7.1.17 S&S will convert 5 years of data from the Santa Clarita Division's legacy system, Northstar.

7.1.18 The Client will provide a resource to work the data extracts needed for the conversion.

8. Training & Testing Phase

Phase Overview

Test & Train

- Complete Core Team training for New Features
- Test script customization / creation
- Execute Functional/Integration Testing
- Train the trainer for New Features

Activities

- S&S will train the Customer Core Team on the enQuesta v6 new features.
- S&S will train Customer Cognos / ad-hoc report team members on enQuesta Analytics (term for Congos v6) new features.
- The Customer will customize or add/create test scripts using the standard S&S v6 test scripts as a basis.
- The Customer will execute test phase 1: Functional/Integration testing.
- The Customer will train the Customers end users on the enQuesta v6 new features.

Phase Deliverables & Key Milestones

Phase Deliverable & Key Milestones	Deliverable Type	Delivery Ownership		Acceptance Ownership	
		S&S	Client	S&S	Client
Core Team Training	Action	X			X
enQuesta Analytics Training	Action	X			X
Test Script Creation / Modification	Action		X	X	
Functional/Integration Test Execution	Action		X	X	

Statement of Work for enQuesta v6 Upgrade

Train the Trainer Training	Action	X			X
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Core Team Training

8.1.1 Client Responsibilities

8.1.1.1 The Client's Project Team will coordinate user enrollment for each class and rescheduling requirements as necessary. The Client PM is responsible for communicating the number of participants enrolled in each class to S&S.

8.1.1.2 The Client is responsible for ensuring appropriate time is made available for users to participate in every training course they are enrolled in, according to the finalized User/Training Matrix. If users are not provided with such time, it is the Client's responsibility to provide training at a later date. S&S will provide a class schedule; however, it is the Client's responsibility to notify and get participants to the class.

8.1.1.3 It is the Client's responsibility to ensure that users attend classes in a punctual manner. The Client is responsible for training all users who require additional training due to late arrivals or absence.

8.1.1.4 The Client is responsible for training all casual users that are not listed in the user matrix.

8.1.2 Training Facility Requirements

8.1.2.1 The Client is responsible for providing training facilities capable of accommodating the number of users to be trained identified in the Training Plan. The training facilities will accommodate 12 users per classroom, with an individual workstation for each user. Each workstation must meet the minimum PC requirements.

8.1.2.2 Classroom setup must include:

- Projector with interface to a computer
- Projection screen
- Telephone and connection needed for technical support
- White board
- Dry erase markers
- Pencils

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- Note paper
- High speed internet access

8.1.3 If training is held remotely, the client is responsible for ensuring the users have the tools necessary to attend a virtual class.

8.1.4 S&S Responsibilities

8.1.4.1 S&S may adjust the course offerings and durations at any time.

8.1.4.2 S&S will work with the Client to identify the appropriate courses for each participant through a joint training requirements analysis meeting.

8.1.4.3 S&S' Technical Trainer will supply a PC for their use during training activities.

8.1.4.4 S&S is responsible for providing the Core Team training to all participants identified in the user training matrix. The purpose of enQuesta Core Team Training is to train the core project team on the new features and functionality of enQuesta v6. The Core Team comprises subject matter experts who manage the major functions of enQuesta, such as Billing, Credit & Collections, Security & Administration, Metering, and Client Service. The lessons will include hands-on courses that instruct Core Team users on how to execute existing business processes on enQuesta v6. Core Team training does not include introductory or basic training to users unfamiliar with the processes of enQuesta.

8.1.4.5 S&S Core Team training typically lasts for 2-4 days, depending on the size and availability of the Core Team and the number of new features selected for implementation.

8.1.4.6 S&S will also deliver training on how to use the SpiraTest Web-based testing tool so that the Client is able to customize and create test scripts, execute the scripts using the tool and manage the defect submission and re-testing process. This can either happen during the week of Core Team training or separately via a remote conference call.

enQuesta Analytics Training

8.1.5 S&S will provide 1-2 days of remote training on the new version of Cognos, now referred to as enQuesta analytics.

Test Script Creation / Modification

8.1.6 The Client is responsible for creating and modifying the test scripts in the SpiraTest Web-based testing tool that will be used for all testing phases in the Upgrade Project.

8.1.7 SpiraTest

8.1.7.1 SpiraTest will be utilized as a Web-based quality assurance and test management solution throughout all phases of testing. SpiraTest will be initially configured by S&S and standard test scripts will be preloaded. Delivery of this platform will occur prior to the SpiraTest Training and Functional Test Workshop.

8.1.7.2 Test script management

- Test scripts will be stored in a hierarchical folder structure making navigation easy and intuitive. Each individual test script will consist of a set of steps that represent individual actions the user must perform to complete the test.
- The Client will add or modify test scripts in this folder structure.

8.1.7.3 Defect Tracking

- Incidents can be categorized into bugs, enhancements, training items, configuration issues, conversion issues, and limitations (out of scope). Each type has its own specific workflow and business rules. Incidents can be traced back to the test case and underlying functional requirement allowing for easy reporting on the “in-process” quality of enQuesta during each testing phase.

8.1.7.4 Test Execution & Release Management

- SpiraTest has the ability to group together various test cases using a test execution wizard. At each step the user will mark pass/fail and has the ability to record a bug/defect. In addition, each test run and any incidents that are created will be associated with the current release of enQuesta.
- Failed test scripts can be re-tested once a fix is delivered to the test environment.

8.1.7.5 Reporting

- A customized reporting dashboard will be available to team leaders and will include the ability to create fully customized queries and reports. Reports can include things such as the number of test runs completed, failed vs. passed vs. not yet run, etc.

8.1.7.6 Assumptions

- The Upgrade SpiraTest instances (Sandbox and PROD) will be deleted one year after Go-Live.

Functional/Integration Testing

8.1.8 Functional and Integration Testing will occur at the same time using the standard and newly create test scripts in SpiraTest.

8.1.8.1 Functional testing entails testing individual enQuesta workflows, Client-specific modifications and interfaces on their own to ensure accurate functionality and results. Functional testing focuses on ensuring that each process functions on its own, independent of the dependencies and the context of other processes that may be run before, after or concurrently.

8.1.8.2 Integration testing is more focused on running enQuesta processes in the context and sequencing of the Client's daily, weekly, monthly, etc., work schedule.

8.1.8.3 The SpiraTest test scripts will contain scripts for both Functional and Integration testing for the Client to execute in the same, single test phase.

8.1.9 Client Responsibilities

8.1.9.1 The Client is responsible for creating a detailed Functional/Integration test schedule to take place in the time allotted for Functional/Integration testing in the Project Plan. This schedule should include a day-by-day or week-by-week schedule that matches resources with the test scripts that they will execute on a day-by-day or week-by-week basis.

8.1.9.2 The Client is responsible for all Functional and Integration testing using their test scripts and list of processes to test as a guide.

8.1.9.3 The Client will report issues in a timely manner and in writing to S&S.

8.1.10 S&S Responsibilities

8.1.10.1 S&S will conduct limited functional testing based on business critical enQuesta processes to ensure sufficient functionality before the Client executes functional testing.

8.1.10.2 As testing issues are identified in SpiraTest, S&S will report issues internally in a timely manner to begin the fix process. S&S will log and track all testing issues and deploy fixes on a regular and/or as needed basis.

8.1.10.3 S&S will hold weekly testing status calls to assess progress and address any issues inhibiting testing progress.

8.1.11 Testing Progress Inhibitors

8.1.11.1 Not completing testing in the timeframes allotted in the Project Plan can be one of the primary reasons for project (Go-live) delays in an upgrade project. If testing in any of the testing phases exceeds the time allotted in the Project Plan, and it is not a result of enQuesta v6 issues or bugs or other S&S caused factors, S&S will make every effort to accommodate the delay to not affect the Go-live date. If Client caused testing delays do result in project or Go-live date delays, note that this can result in change orders to account for the additional effort for supporting the upgrade project beyond the timeframes allotted.

Train-the-Trainer Training

8.1.12 S&S is responsible for providing train the trainer training to Client training resources so that they can provide end user training to the Client's users.

8.1.12.1 Train the Trainer training is aimed at instructing the Client's training resources on how to deliver classes to end users effectively using the S&S Total Solution software, training exercises and materials provided by S&S. The Client's Train the Trainer resources must have attended Core Team training and be comfortable with the S&S Base Solution. The Train the Trainer training focuses on the fundamentals of delivering a successful training course versus in depth workflow instruction.

8.1.13 The Client is responsible for providing a Project Team member to each end user training

Statement of Work for enQuesta v6 Upgrade

class. This team member should have knowledge of the Client's business processes in enQuesta.

9. Activate

Activate Phase Overview

Activate

- Successful practice Go-live (Simulation)
- Live operation achieved (Go-live)
- Post Go-live support provide before transition to Support

Activities

- Simulation Plan created (includes Mock Go-live conversion and User Acceptance Testing - UAT)
- Simulation executed
- Go-live plan created
- Go-Live conversion Executed
- Go-Live
- Post Go-Live Support
- Transtion to Support

Activate Phase Deliverables & Key Milestones

Phase Deliverable & Key Milestones	Deliverable Type	Delivery Ownership			Acceptance Ownership	
		S&S	Client		S&S	Client
Simulation Plan	Excel	X	X		X	X
Mock Go-live Conversion	Action	X				X
UAT	Action	X	X			X
Go-live Plan	Excel	X	X		X	X
Go-Live	Action	X	X		X	X
Post Go-live Support	Action	X				X
Transition to Support	Action	X	X		X	X

Simulation

9.1.1 After the successful completion of the first testing phase, the Client will initiate a Simulation to take place several weeks prior to the actual Go-Live weekend. This simulation will provide a 'dry-run' of the Go-Live activities and include a Mock Go-live conversion and UAT executed immediately after for 1-2 weeks. The Client is responsible for testing all business critical enQuesta processes, including modifications and interfaces, during UAT. S&S will aid in the Project Management, providing onsite support for the Simulation and responding to and resolving issues.

9.1.2 The Simulation will be a practice for Go-Live, and as such will begin with a conversion taking place the week prior with enQuesta workflow processes and balancing to commence the following Monday.

Goals of Simulation include:

- Executing and balancing a successful conversion
- Client input of open work orders, cash and any items that have been identified as post conversion activities that need to be completed before actual Go-Live could occur.
- Timing of above activities to ensure they can be executed before day one of Go-Live. The results of these timings will be used to update and finalize the Go-Live plan.
- Doing a bill parallel on at least one billing run/set of cycles
- Executing all the Client's daily and weekly workflows (e.g., entering cash, credit and collections, work orders, new site creation, etc.)
- Reconciliation activities - Balancing Cash, AR and Deposits
- Executing all relevant interfaces
- End user practice of daily work

9.1.3 Client Responsibilities

9.1.3.1 Client will assist with and sign-off on a Simulation Plan.

9.1.3.2 Client will make available resources in conversion and business functional areas during the Simulation period (including weekends if necessary) to support Simulation activities.

9.1.3.3 Client will execute daily business processes and workflows as per Simulation & Go-Live Plan.

9.1.4 S&S Responsibilities

9.1.4.1 S&S will create Simulation & Go-Live Plan with Client assistance.

9.1.4.2 S&S will execute conversion activities over the Simulation period.

9.1.4.3 S&S will support Simulation activities onsite for one week for simulation.

Go-live Conversion

9.1.5 The primary differences between the Go-live conversion and previous ones performed are:

9.1.5.1 The Go-Live conversion will be executed over a weekend and timed in accordance with other Go-Live activities to ensure the conversion can be executed and balanced in a timely and accurate fashion to be ready for day one of Go-Live.

9.1.5.2 Go-Live conversions will be signed-off with a go or no-go decision to proceed with the subsequent Go-Live end user activities.

9.1.6 Client Responsibilities:

9.1.6.1 The Client will provide resources and relevant reports for balancing items and will work with S&S resources to balance conversion potentially outside normal business hours.

9.1.6.2 The Client will sign off on the Go-Live conversion acceptance plan before proceeding with the subsequent Go-Live end user activities.

9.1.7 S&S Responsibilities

9.1.7.1 S&S will execute and balance the conversion during the Go-Live weekend potentially outside normal business hours.

S&S will provide the Client with a Go-Live conversion acceptance plan for sign off purposes. These will need to be signed off by the Client before proceeding with the subsequent Go-Live end user activities.

Go-Live

9.1.8 Definition

9.1.8.1 "Go-Live" indicates the date on which the enQuesta v6 CIS Solution is operating in a production environment at the Client's primary place of business. Business operations and daily processing are being performed by the enQuesta v6 CIS Solution, and it is the primary system of record for the Client. The S&S PM will lead the Go-Live activities and is responsible for developing the Go-Live Plan which details the activities and sequence of events to take place leading up to the Go-Live.

9.1.9 Client Responsibilities

9.1.9.1 Facilities

The Client shall setup adequate facilities to be used as the central base of operations throughout the Go-Live period. The facility must have the basic infrastructure to adequately support the Go-Live activities including power sources, network access, internet access, phone, printer, and desk space to accommodate the Project Team. The S&S Project Team will use the facility as its core staging area for issue resolution and triage, as well as deploying Subject Matter Experts to the field for support.

9.1.9.2 Billing, AR and Deposit Balancing

9.1.9.2.1 It will be necessary for the Client to provide the necessary billing reports to balance billing in the legacy system to enQuesta.

9.1.9.2.2 The Client shall verify trial balances for accuracy and grant final authorization to proceed. This will conclude the Go-Live preparations.

9.1.9.3 First Week Post Go-Live

9.1.9.3.1 After execution of the Go-Live Plan and the official Go-Live, the Client will assume primary responsibility of the CIS Solution and its day-to-day management and support. The Client will be responsible for primary support of business processes and end users.

9.1.9.3.2 During the first week of Go-Live, a daily wrap-up meeting will be held. This meeting will be facilitated by the S&S PM and the primary goal is to review the activities of the day and report any issues. This meeting is to be attended by the S&S and Client Project Teams. Each individual shall report on the events of the day, any problem areas, and goals for the next day. This meeting will serve as an important vehicle for sharing information across the Project Team, especially when remote locations are a factor.

9.1.10 S&S Responsibilities

9.1.10.1 Onsite Team

9.1.10.1.1 The S&S Project Team, including the PM and Business Lead, will be onsite beginning the weekend before Go-Live. The primary responsibility of the Project Team at this point is to ensure a smooth beginning of the cutover activities. Additional members of the Project Team may be deployed throughout the weekend to conduct onsite testing, data validation, and the final billing parallel.

9.1.10.1.2 Additional on-site support after the first week can be added with the on-site labor rates as a change order.

9.1.10.2 Billing Balancing

9.1.10.2.1 S&S will perform the final billing, AR and deposit parallel.

9.1.10.3 First Week Post Go-Live

9.1.10.3.1 The S&S Project Team will remain onsite during the first week of Go-Live to assist in any issue resolution, as well as to provide mentorship, guidance, and support.

9.1.10.3.2 During the first week of Go-Live, a daily wrap-up meeting will be held. This meeting will be facilitated by the S&S PM and the primary goal is to review the activities of the day and report any issues. This meeting is to be attended by the S&S and Client Project Teams. Each individual shall report on the events of the day, any problem areas and goals for the next day. This meeting will serve as an important vehicle for sharing information across the Project Team, especially when remote locations are a factor.

9.1.10.3.3 The S&S Business Lead will be responsible for tracking issues throughout the Go-Live week. These issues will be reviewed in the daily wrap-up meetings.

9.1.10.4 Post Go-Live

9.1.10.4.1 Upon conclusion of the Go-Live and the first week of production, S&S will provide a combination of remote and onsite support services. After the first week of on-site support, remote support will continue for the initial 30 days of production use. Regular status meetings between S&S and the Client will be held to review outstanding issues. The Client will have the option for a second week of on-site support after Go-Live.

10. Payment Milestones

DELIVERABLE	Percentages	Amount Due
Contract Signing	15% of PS	\$ 86,286.75
License (Invoiced at Contract Signing)	100% of Licenses	\$ 185,780.00
Completion of Onsite Kick off Meeting	10% of PS	\$ 57,524.50
Completion of Initial Project Plan	10% of PS	\$ 57,524.50
Delivery of enQuesta v6 Environment	10% of PS	\$ 57,524.50
Delivery of 1 st Conversion	10% of PS	\$ 57,524.50
S&S Initial testing complete and testing is turned over to the Client	10% of PS	\$ 57,524.50
New Features Training Completion	10% of PS	\$ 57,524.50
Simulation	10% of PS	\$ 57,524.50
Go-Live	7.5% of PS	\$ 43,143.38
Go-Live + 30 Days	7.5% of PS	\$ 43,143.38
Total		\$ 761,025.00
Maintenance (Invoiced at Contract Signing)		\$ 167,036.00
Contingency	10% of Project	\$76,103.00
Letter of Intent Payment		- \$73,971.00

NOTES:

- Annual Maintenance for enQuesta remains in effect as per the 2020 S&S Support Agreement.
- Invoicing will occur upon completion of events as described above.
- All amounts are due within 30 days of invoice.
- Travel will be billed as incurred at the end of each month. Travel budget is an estimated amount per trip. Travel will not be booked until mutually agreed upon by S&S and Santa Clarita PMs.
- S&S is prepared for a complete remote delivery if needed.
- Quotation is valid for 60 days.

Statement of Work for enQuesta v6 Upgrade

Client:

By: _____

Title: _____

Date: _____

Systems and Software:

By: _____

Title: _____

Date: _____

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Capricorn

for enQuesta

Capricorn Customer Portal Statement of Work

September 3, 2020



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1 . EXECUTIVE SUMMARY

SCV Water has engaged Systems and Software to implement the Capricorn Customer Portal for Utilities product. Included are a description of project scope.

2. SCOPE

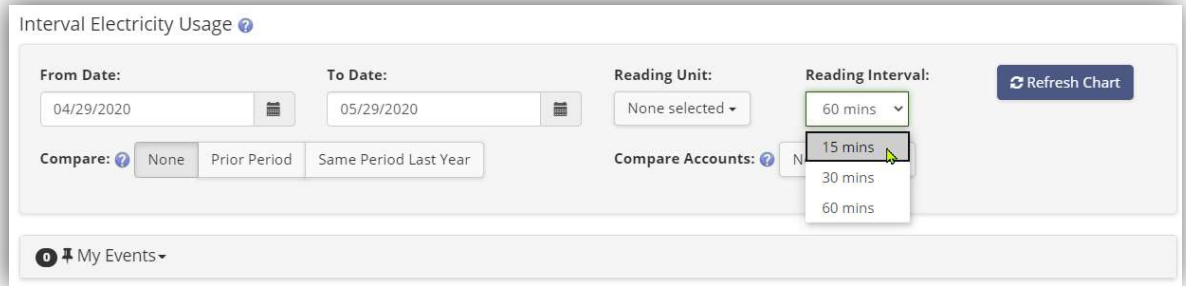
The scope of the Project is to provide SCV Water with

- Capricorn Customer Portal CIS Integration: Provide real-time data integration with enQuesta v6 utilized by SCV WATER using SOAP/WSDL web service APIs. CIS integration will provide usage, billing and payment history and customer analytics. The User Interface will accommodate most common browsers and mobile devices.
 - The following table shows the currently supported browsers. Any browsers older than the levels indicated will not be supported.

Browser	Verified Version Support
Desktop	
MS Internet Explorer	9
Google Chrome	46
Firefox	42
Safari	6
Tablet / Mobile	
iPhone/iPad	iOS 11 and higher
Android	Android 9 and higher

- E-Bill Presentment Integration: Configuration of e-bill presentment, including bill history, and paperless opt in/out via SSO integration with enQuesta. Bills will be retrieved from enQuesta presented in PDF format. The User Interface will accommodate most common browsers and mobile devices.
- Payment Integration: Online Payment processing via SSO integration with INVOICECLOUD for:
 - Registration and Login
 - QuickPay—links to INVOICECLOUD
 - Pay This Account button—links to INVOICECLOUD
 - Pay All Accounts button—links to INVOICECLOUD
 - Recurring Payment Plan button—links to INVOICECLOUD
 - View Online Payments button—links to INVOICECLOUD
- MDM Data Integration: Present information from the SCV WATER Meter Data Management System for smart meter data web presentment, including daily and hourly usage graphical display, user high usage alert notification features. The presentation experience will accommodate most common browsers and mobile devices. Data integration would be provided real-time integration with S&S enQuesta v6 utilized by SCV WATER using SOAP/WSDL web service APIs.

- o Clarification on meter intervals:
 - If the meter provides 15-minute intervals, then it can be configured in the demand module to show 15-minute intervals and optional 30- and 60-minute intervals for graphical presentation. In the example below, the customer can choose to view their usage in 15-, 30- and 60-minute intervals.



- Customer Portal CSR Support: Interface for SCV WATER Customer Service Representatives (CSRs) to assist customers during the online experience. CSRs will have various administrative options to assist customers reset passwords, secret question management and other profile management tasks.
 - o The CSR portal will be accessible from the INQ portal. (Old Impersonate User)
- Customer Portal Site Account Management: An Account Management system that provides customer profile management, including customer self-registration, contact and access management, and single login for multiple accounts.
 - o Current WebConnect users will not need to create a new account for Capricorn.
- Customer Portal Site Administration: Administration facility for the SCV WATER staff to easily customize and manage utility customer portal corporate branding, messaging and content.
- Smart Forms CIS Integration: Provide real-time data integration with S&S enQuesta v6 CIS utilized by SCV WATER using SOAP/WSDL web service APIs. The User Interface will accommodate most common browsers and mobile devices.

Project Scope and Deliverables:

Portal User Registration: Ability for customers to register for account access. An email confirmation will be sent to customers to validate their registration request. A welcome email will be sent after confirmation.

- Deliverables:
 - Online form for customer to enter:
 - Username
 - Password
 - Security Question/Answer
 - Paperless billing opt-in
 - Email consent opt-in
 - Text Opt-in
 - First name/Last name
 - Email
 - Telephone
 - Mobile
 - Account Number - Ignore leading zeros on Registration
 - Driver's License Number
 - Last 4 SSN
 - If not available, then check PIN
 - Google reCAPTCHA v2
 - Accept Terms & Conditions
 - Selection of accounts to link to portal profile based on CIS number
 - Verification email template
 - Online account welcome email template.
 - For WebConnect User Conversion: Will convert all profiles as is. (INVOICECLOUD user tokens imported to the user table for converting existing user profiles in WebConnect) Usernames will be converted.

Reset Password: Ability for customers to reset their forgotten password or disabled login.

- Deliverables:
 - Online form for customer to enter email address.
 - Email template with encrypted link to reset password workflow where customers will need to enter a response to their security question.
 - Successful answers will allow customers to enter a new password with a password strength indicator.

Forgot Username: Ability for customers to request a forgotten username.

- Deliverables:
 - Online form for customers to enter account number and Mailing Address Zip.
 - Email template with username reminder.

Login: Login page for customers to access the portal.

- Deliverables:
 - Premium login tabs and processing Premium Access:
 - Online form for customers to enter username and password for site access.
 - User authentication will be carried out against the Capricorn Portal user registry with SSO into INVOICECLOUD portal
 - Links to:
 - registration
 - reset password
 - forgot username
 - contact us
 - Quick/One-time Pay option that will link to InvoiceCloud one-time payment page.
 - Messaging for site features and various corporate programs.

Customer Dashboard: Show a dashboard after login containing a summary of the customer account information.

- Deliverables:
 - Ability to view and select multiple accounts linked to the site login.
 - Selected account ribbon showing:
 - Account number
 - Service address
 - Customer name
 - Account balances
 - Payment plan
 - Nickname
 - Budget Billing details
 - Rate code and description
 - Show messages in a popup display at login based on enQuesta conditions – example, shut off notice, etc.
 - Navigation tabs providing access to various site features based on the customer type.
 - Current Bill section showing:
 - Current balance
 - View current bill button
 - Pay bill button
 - Pre-authorized payment messaging if applicable
 - Bill Detail Charges table:
 - Services (Applications)
 - Current Charges
 - Past Due
 - Penalty
 - Balance
 - My Recent Usage section showing:
 - Water Usage on current bill

- Usage on previous bill
- Amount of usage more or less than previous bill
- Potential Reasons why usage is higher or lower (number of billing days and/or average temperature)
- Link to view more history
- My Recent Account Activity section showing a table of the 5 most recent transactions for the account. Columns can include:
 - Transaction date
 - Description
 - Last Payment Amount
 - Current Balance
 - Link to view all transaction history
- My Smart Meter Activity section showing (for AMI Meters):
 - MDM/S system
 - Current billing period usage
 - Currently in place for AMI meter services
 - Last bill usage
 - Predicted usage for current bill
 - Alert threshold amount
 - Set usage alerts button Last Payment
- Right Carousel showing carousel slides specific to CDM activities and programs
- Rate this page comments and star ratings
 - This can be enabled or disabled that feature. The setting is portal-wide, meaning that the comments/ratings will be available on all or no pages.

Bills & Payment: Show account billing history with the ability to view PDF bills from enQuesta. Pay bills online via SSO integration with payment provider.

- Deliverables:
 - Show a listing of bills available online for the current account.
 - My Electronic Bills section listing details can include:
 - View bill button
 - Bill Date
 - Bill Amount
 - Due Date
 - Bill will come from enQuesta
 - Pay Bill section showing:
 - Current Balance
 - Pre-authorized payment enrollment messaging if applicable
 - Pay This Account button – links to InvoiceCloud
 - Pay All Accounts button – links to InvoiceCloud
 - Recurring Payment Plan button – links to InvoiceCloud
 - View Online Payments button – links to InvoiceCloud

Bill Notifications: Notifications to customers for new bills.

- Deliverables:
 - Bill notifications will be sent via:
 - enQuesta – Bill is ready, existing functionality from the existing WebConnect implementation.

Payment Activity: Show account payment history showing activity with the ability to download details in spreadsheet format.

- Deliverables:
 - Show a listing of payments for the current account.
 - Your Payment Details section will include:
 - Payment date
 - Description/tender
 - Amount
 - Balance
 - Download to spreadsheet button will generate a CSV file for customers to download.

Billed Usage (Non-Smart Meter): Show billed usage (non-smart meter) reading details for Water services in an interactive chart with reading details available in a table format. Provide the ability to download reading details in spreadsheet format.

- Deliverables:
 - Show navigation buttons for access to Water based on the customer profile.
 - Selection available by application and meters.
 - Multi Meter and multi registers supported
 - Usage Report Subscription button allows customers to subscribe to the portal reporting service where usage reports and attachments can be emailed on a selected schedule. – subscriptions
 - Customers can choose daily, weekly with day of the week and monthly with day of the month. Reports can be sent to multiple email recipients.
 - NOTE: Usage Report Subscriptions are dependent on a water usage nightly extract file implementation
 - My Events section includes:
 - Allow customer to define events that mark important dates that could impact usage. Events can be shown on the chart as annotations.
 - Events are available on both Smart Meter usage charts and Bill Usage charts. Bill usage is retrieved from enQuesta to show the usage that matches the bill. Smart meter usage is retrieved from the smart meter repository as raw usage.
 - Interactive Chart section to include:
 - Dropdown select list of meters attached to the current account.
 - Usage summary tiles for lowest usage, highest usage and average usage for the past X months. Tile details will show usage units, cost (total billed) and billing period.
 - Consumption bar chart showing monthly reads and weather overlays – average temperature, humidity and precipitation. (S&S task)
 - Consumption Details table section to include:

- Meter ID
- Reading date
- Reading Description
- Reading Days
- Current Reading
- Billed Consumption
- Cost/Amount
- Average Usage / Day
- Download to spreadsheet button will generate a CSV file for customers to download.

Smart Meter Usage Charts: Show smart Meter usage details for daily and hourly summaries in an interactive chart.

- Deliverables:
 - Show navigation buttons for access to Water based on the customer profile.
 - Show navigation buttons for daily and interval data details.
 - Smart Meter Consumption Inquiry section to include:
 - Default view to daily consumption chart showing most recent 30 days by default.
 - From and to date select calendars where customers can change the inquiry dates and consumption details.
 - Consumption bar charts showing water consumed and temperature overlays – temperature, humidity and precipitation.
 - Clicking/tapping a bar on the chart will open corresponding days 24 hourly consumption details with next and previous day navigation.
 - Download to spreadsheet button will generate a CSV for customers to download.

Smart Meter Usage Downloads: Allow customers to download smart Meter usage details to CSV spreadsheet format. Customers should be able to select daily/interval detail and the desired date range.

- Deliverables:
 - Download Settings section will include:
 - Level of detail either Interval or daily
 - From and to date range
 - Download Format section will include:
 - Spreadsheet (CSV) and Green Button formats (if applicable)

Compare Last Bill: Similar to My Recent Usage widget on the dashboard with the ability to compare other read dates.

- Deliverables:
 - Compare Last Bill section showing:
 - Dropdown select list of meters attached to the current account.
 - Dropdown select list for Amount or Value inquiries where Amount presents the usage in dollar amounts and value presents usage in Water values.
 - Dropdown select list of billing periods available for inquiry.
 - Usage on current bill
 - Usage on previous bill

- Amount of usage more or less than previous bill
- Potential Reasons why usage is higher or lower
 - Working configurable to “Potential”

Compare Usage to Last Year: Show customers their usage this year and how it compared to last year along with temperature overlays.

- Deliverables:
 - Compare Usage to Last Year section can include:
 - Dropdown select list of meters attached to the current account.
 - Dropdown select list for Amount or Value inquiries where Amount presents the usage in dollar amounts and Value presents usage in Water values.
 - Interactive chart showing consumption bars for the billing periods this year and last year.
 - Weather overlays for current and previous year high, low and average temperatures, humidity and precipitation.

My Profile: Provide a facility for customers to manage their portal login profile to change personal details, add/remove accounts and set various alerts.

- Deliverables:
 - My Account Profile section can include:
 - Username
 - First & Last Name
 - Security question and answer
 - Email
 - Telephone & Extension
 - Mobile
 - E-Billing (paperless) and text opt-in/out
 - Email consent opt-in/out
 - Password with password indicator
 - Additional Profile Details:
 - Contact Information
 - Additional Information
 - User profiles be changed by customers or CSRs through the CSR portal
 - Account Access List section includes:
 - Add account – Account Number and Zip Code
 - Favorite account selector/indicator
 - Account Number
 - Nickname
 - Service Address
 - My Subscriptions section can include:
 - Subscription button to sign-up, change or unsubscribe to the report
 - Report name
 - Subscription settings

- Last Sent – date and time
- NOTE: Subscriptions are dependent on a water usage nightly extract file implementation and this is for active accounts.
 - There is no confirmation email sent when subscribing.

Service Requests: Show account service request summary with the ability to download details in spreadsheet format.

- Deliverables:
 - Show a listing of service requests for the current account.
 - Your Service Request Summary section can include:
 - Request date
 - Request Number
 - Request Type
 - Status
 - Download to spreadsheet button will generate a CSV file for customers to download.
 - Filter which service requests are made available online.
 - Config setting

Profile: Notifications:

- Deliverables:
 - Enable Customer Notification integration with enQuesta
 - Customer Portal AMI/AMR Alerts:
 - Smart Meter - High Usage Alert - Set an alert if your smart meter usage exceeds a certain percentage higher than the same period last year (Example: 20%). The same period means the same month and day last year.
 - Smart Meter - Usage Threshold - Set an alert if your smart meter usage reaches a set amount. Example: 120 CCF

Profile- Guest Access: Provide a facility for customers to invite and manage guest users for online access to their accounts.

- Deliverables:
 - Invite someone for Guest Access section includes:
 - Account number dropdown list
 - Guest Email
 - Access Settings
 - You have granted Guest Access section includes:
 - Account Number
 - Guest Email
 - Guest Status
 - Access Details
 - You have been invited as a Guest section includes:
 - Account Number
 - Name
 - Access Details
 - Other notes on guest access: Customers can resend an invite if it has not been accepted.

They can remove the guest and change their access settings. When a guest accepts their invite, they are notified by email. They are also notified if the guest deletes their access.

Customer-Facing Smart Forms: Provide customers the ability to submit specific service requests.

- Deliverables:
 - Request Payment Extension
 - Disconnect Service Form
 - Update Mailing Address Form
 - Questions and Comments Form
 - Standard New Service Request Form
 - Standard Transfer Service Request Form

DCSE Water SMART: Use information from DCSE Water SMART integration to display conservation information on Capricorn. Duplicate functionality that exists in WebConnect.

Out Of Scope/ Assumptions:

- Direct communication will be between enQuesta and Capricorn/Smart Forms.
- enQuesta Webservices will be used.

3. ROLES AND RESPONSIBILITIES:

S&S/SILVERBLAZE RESPONSIBILITIES:

- Assign a Project Manager to coordinate with the SCV Water Project Managers.
- To assign resources to work remotely and/or to be on site at the SCV Water facility as required to perform the deliverables listed below.
- Provide SCV Water Project Manager with status reports to include all accomplishments, issues and tasks assigned to the project team.

SCV WATER RESPONSIBILITIES

- Assign a Project Manager to coordinate with S&S Project Manager.
- S&S Project Manager SCV Water Project Manager weekly status reports on all accomplishments, issues and tasks assigned to the project team.
- Provide a stand-alone server for Capricorn product installation. In this project, that would be the Oracle cloud environment.
- Provide a database server for the Capricorn product database. In this project, that would be the Oracle cloud environment.
- Configure network security for connectivity between Capricorn server, database server and email server.
- Provide S&S/Silverblaze team with remote access to required servers for the duration of the project
- Provide hardware server and application server specifications in advance of Capricorn software installation.
- Detailed actions and assigned responsibilities are outlined in the tables below

Setup Server & Install Software

	Description	Comments	Responsible
	Install hardware	SCV Water to setup a server connected to the Internet. SCV Water will provide remote access to this server to the project team for the duration of the project where S&S can install and configure the solution as required.	S&S
	Install/Configure App Server	S&S to install and configure the Application Server.	S&S
	Install & Configure Web Server	S&S to install and configure the HTTP Server software.	S&S

	Install & Configure Web Server Plugin	S&S to install and configure the Web Server plugin software.	S&S
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Customer Portal Deployment Package Preparation	S&S/Silverblaze to setup configurations settings specific to customer portal requirements. Create customer theme and HTML content.	S&S/SilverBlaze
Customer Portal Folders	S&S / SilverBlaze to setup transfer folders and scheduled jobs for nightly data import/export of data if required.	S&S
Email Server Availability	S&S to provide access to an email server so that Capricorn Customer Portal can send email notifications to customers in the public domain. Needs to relay messages as required.	S&S / SilverBlaze

Configure Capricorn for SCV Water requirements

Description	Comments	Responsible
Customer Account Portal		
Determine Registration page criteria	SCV Water to determine what information will be required by customers to register new web accounts.	SCV Water/ S&S
Customer service/support emails and notification lists	SCV Water to provide a list of customer service or support emails that will get notified for site issues.	SCV Water/ S&S
Customize content for portal pages	SCV Water to review content text and provide updates to S&S team to apply to the site.	SCV Water / S&S
Account Master (ACCMST) Integration	Integration points for customer account and service details using S&S enQuesta Web Service APIs.	S&S
Payment History (PAYHIST) Integration	Integration points for customer transaction history (debit & credit) details using S&S enQuesta Web Service APIs.	S&S
Payment Extension / Promise-to-Pay (P2P) integration	Integration points for customer extension details using S&S enQuesta Web Service APIs. With current P2P WebConnect rules.	S&S

	Water Consumption (WATCONSUM) Integration	Integration points for customer Water consumption details using S&S enQuesta Web Service APIs.	S&S
	Smart Meter (SMARTMETER) Integration	Integration points for Water customer smart Meter usage details using enQuesta Web Service APIs to the SCV Water Meter MDM. Notifications for peak usage alerts for registered customers.	S&S
	Portal User Profile (USRMST) Integration	Integration points for portal user profile updates using S&S enQuesta Web Service APIs. Integration points for paperless bill and EBPP settings using S&S enQuesta Web Service APIs.	S&S
	E-Bill History (BILLMST) Integration	Integration points for customer bill history details using S&S enQuesta Web Service APIs.	S&S
	E-Bill Presentment & Notification Integration	Integration points for customer bill PDF web presentment using payment portal (INVOICECLOUD) Web Service APIs.	S&S
	Online Payment Integration	S&S to provide integration points for customer payment processing using payment portal INVOICECLOUD APIs.	S&S
	Smart Meter (SMARTMETER) Integration	S&S integration points for Water customer smart meter usage details using enQuesta Web Service APIs to MDM. Notifications for Usage Threshold and High Usage alerts for registered customers.	S&S
	Define site hostname	SCV Water to register required domain names for customer portal.	SCV Water

	SSL Certificate for site	S&S to provide SSL certificate request for secure site access. SCV Water responsible for purchasing SSL certificate from certification authority (ie Verisign). S&S to install purchased certificate to web server.	SCV Water / S&S
	Email Template customization	SCV Water to provide specific layout of email notification templates.	SCV Water / S&S
	Verify email working	S&S to test email flow and verify receipt.	S&S
	Setup Test Server	S&S to setup a test server environment for ongoing support and upgrade testing.	S&S
	User Acceptance Testing & Support	SCV Water to provide appropriate resources to test the project and ensure functional requirements has been VAL. S&S to provide resources to apply changes as required based on test results.	SCV Water / S&S
	Go Live	SCV Water to set the host name and firewall to point to the Capricorn server. SCV Water to test the live site as required. S&S to support testing as required.	SCV Water / S&S

Configure Smart Forms for SCV Water requirements:

	Description	Comments	Responsible
Forms & Integration			
	Determine Specific Field Validation Rules	SCV Water to determine specific validations for mandatory field and account field masks. S&S to configure.	SCV Water / S&S

	Form Wording	SCV Water to provide wording for terms and conditions. SCV Water to provide any field label changes.	SCV Water
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		SCV Water to provide both English and Spanish wording, if applicable.	
	Field Selection	SCV Water to review form field selections and provide any required changes. S&S to configure.	SCV Water
	Site Images and Form Headers	SCV Water to provide form images and header requirements. S&S to implement.	SCV Water / S&S
	Confirmation Email Wording	SCV Water to provide wording and details for the confirmation email. SCV Water to provide both English and Spanish wording, if applicable.	SCV Water / S&S
	Web Service Availability	S&S and SCV Water to ensure the appropriate web services are installed and available for testing. Integration points for customer account and service details using S&S enQuesta Web Service APIs for all applicable forms among: <ul style="list-style-type: none"> <input type="checkbox"/> New Customer Service Request (Move-In Residential & Commercial) <input type="checkbox"/> Transfer of Service <input type="checkbox"/> Move-Out/Vacant <input type="checkbox"/> Promise to Pay <input type="checkbox"/> Paramedic Enrollment <input type="checkbox"/> Power Outage Reporting (exiting WebConnect Functionality) <input type="checkbox"/> Update Mailing Address <input type="checkbox"/> Dispute Utility Bill <input type="checkbox"/> Request Meter Reading 	SCV Water / S&S
	Address Table	S&S and SCV Water to provide an updated service address table, in SQL Server format.	S&S/ SCV Water
Host Configuration			

	Define site hostname	SCV Water to register required domain names for customer portal. (current is ok)	SCV Water
	SSL Certificate for site	S&S to provide SSL certificate request for secure site access. SCV Water responsible for purchasing SSL certificate from certification authority (ie Verisign). S&S / S&S to install purchased certificate to web server.	SCV Water / S&S
	Verify email working	S&S to test email flow and verify receipt.	S&S
Testing			
	User Acceptance Testing & Support	SCV Water to provide appropriate resources to test during the project and ensure functional requirements has been tested and met. S&S to provide resources to apply changes as required based on test results.	SCV Water / S&S
	Go Live	SCV Water to set the host name and firewall to point to the Apollo server. SCV Water to test the live site as required. S&S/SilverBlaze to support testing as required.	SCV Water / S&S

4. TRAINING

Capricorn Administration Training will include:

- Up to 4 hours of training for three administrators.
- How to manage users, navigation, language labels, and other administrative aspects of the software.
- Location of various resources and assets on the file system.
- Troubleshooting.
- 4 hours of training for CSRs
- Review site features and get CSR team familiar with how to use the site.
- Usually provided in four 1-hour group training sessions.

Forms Administration Training will include:

- Up to 4 hours of training for three administrators.
- How to manage users, navigation and other administrative aspects of the software.
- Up to 4 hours of training for CSRs.
- Review site features and get CSR team familiar with how to use the CSR Dashboard.
- Usually provided in two 1-hour group training sessions.

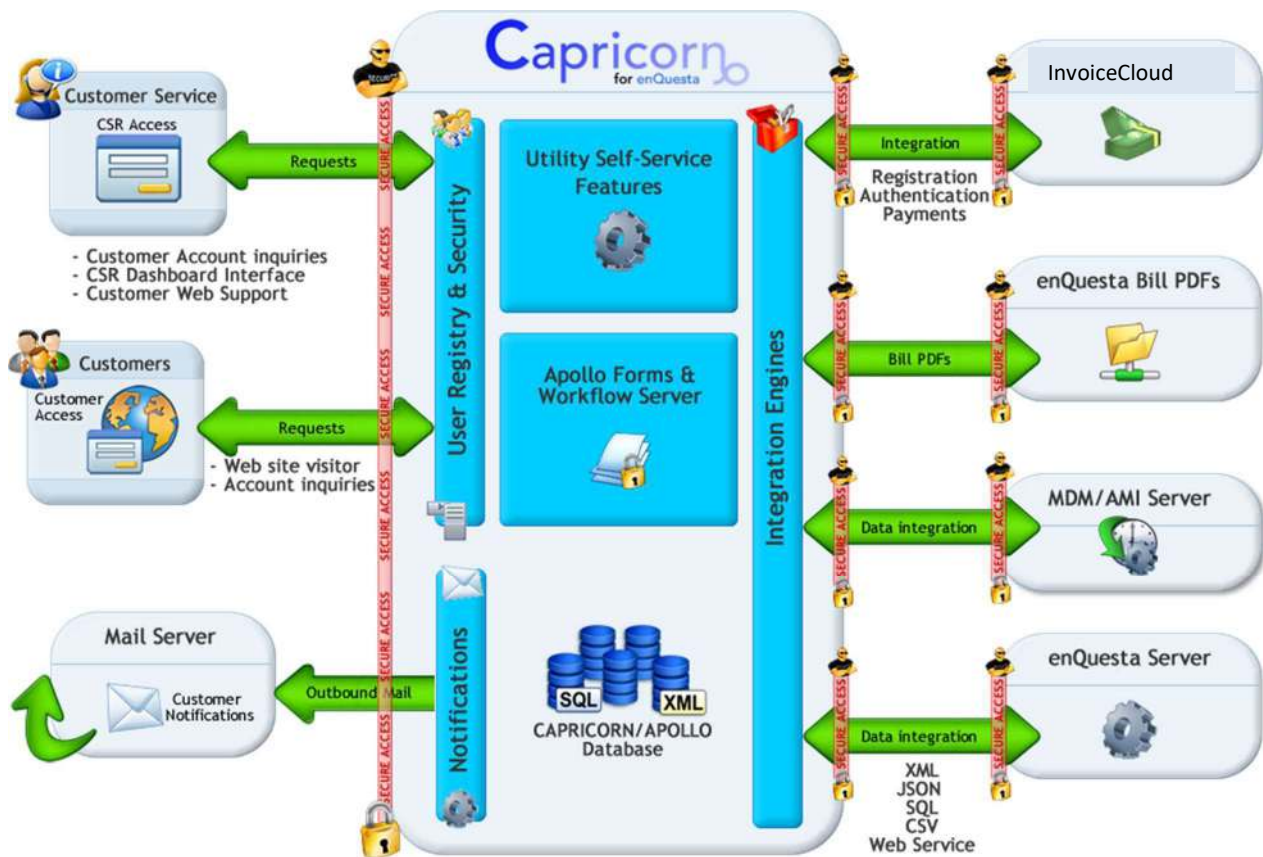
Other notes:

- SpiraTest will be used for testing and reporting results.
- SCV Water will have access to this tool with the ability to upload test cases.

5. PROPOSED SOLUTION ARCHITECTURE

Below we have provided a diagram that demonstrates how our Capricorn delivers the functionality required by SCV WATER.

Capricorn Customer Portal with Smart Forms (Customer Self Service) for Utilities Solution Diagram



6. HARDWARE

Recommended Hardware Specifications:

Capricorn Production App Server	
Infrastructure	
Cores / vCPUs	4 to 6
RAM (GB)	32
Storage (GB)	150
Software Licenses	
Operating System	RHEL 7

Capricorn Test or Train App Server	
Infrastructure	
Cores / vCPUs	4
RAM (GB)	16
Storage (GB)	150
Software Licenses	
Operating System	RHEL 7

Capricorn DB Server	
Infrastructure	
Cores / vCPUs	4 to 6
RAM (GB)	32
Storage (GB)	550
Software Licenses	
Operating System	Windows
DB License	MS SQL

Hosting Service Agreement

This **Hosting Service Agreement** (the “**Agreement**”), is entered into on July 7, 2020 (the “**Effective Date**”) by and between **SCV Water (“Customer”)** and Systems & Software, Inc. (“**S&S**”).

WHEREAS, concurrently with the execution of this Hosting Agreement, existing Software License Agreement, Implementation Services Agreement, and a Support and Maintenance Agreement with respect of the Software remain intact with no changes.

WHEREAS, S&S wishes to offer the use of, and the Customer wishes to use, the Hosting Services for the Software.

NOW THEREFORE, in consideration of the mutual covenants set out in this Hosting Agreement and for other good and valuable consideration (the receipt and sufficiency of which is hereby acknowledged), the parties agree as follows:

1. Definitions

The following terms shall have the meaning set out below, all other capitalized terms not otherwise defined in this Section shall have the meaning set forth in the Software License Agreement:

- (a) “**Annual Hosting Fees**” means the annual Hosting fees set out in Schedule “H-1” of this Agreement.
- (b) “**Change Order**” means any written and mutually approved and signed Documentation between Customer and S&S evidencing their agreement to change particular aspects of this Agreement.
- (c) “**Completion of Services**” means the Professional Services are complete and shall be deemed to have occurred on the date which Customer commences using the Hosting Services.
- (d) “**Confidential Information**” means, with respect to a party hereto, all information or material which: is (A) marked "Confidential," "Restricted," or "Proprietary Information" or other similar marking, (B) known by the parties to be considered confidential, proprietary, or is confidential under federal or state law or (C) which should be known or understood to be confidential or proprietary by an individual exercising reasonable commercial judgment in the circumstances. Confidential Information of S&S shall include, without limitation, the Software, the Documentation, and any information with respect to the Hosting Services that S&S may provide to Customer from time to time, including without limitation, all information disclosed by S&S relating to the security of its facilities, computer systems and products. Confidential Information does not include information to the extent that such information: (i) is or becomes generally known to the public by any means other than a breach of the obligations of a receiving party hereunder; (ii) was previously known to the receiving party as evidenced by its written records; (iii) is rightly received by the receiving party from a third party who is not under an obligation of confidentiality; or (iv) is independently developed by the receiving party without reference to or use of the other party's Confidential Information and which such independent development can be established using evidence that would be acceptable to a court of competent jurisdiction.
- (e) “**Data**” means all data that is provided by Customer to S&S and all other content transmitted, posted, received or created through Customer’s use of the Hosting Services or the Software.
- (f) “**Documentation**” means user guides, operating manuals, education materials, product descriptions and specifications, technical manuals, supporting materials, and other information relating to the Software and/or Hosting Services or used in conjunction with the Software and/or Hosting Services, whether distributed in print, magnetic, electronic, or video format, in effect as of the date the Software and/or Hosting Services are provided to the Customer.
- (g) “**Fees**” means the Annual Hosting Fees and Professional Services Fees pertaining to the Hosting Services.
- (h) “**Hosting Services**” means the services to be provided by or on behalf of S&S under this Agreement that includes hosting, monitoring, and operating the systems and software owned or controlled by S&S required to deliver the Software granted to the Customer pursuant to the Software License Agreement.
- (i) “**Professional Service(s)**” means the set-up activities required at the hosting site to ensure that the Hosting Services will be provided in accordance with this Agreement.

- (j) **“Professional Service(s) Fees”** means the professional service(s) fees set out in Schedule “H-1” of this Agreement.
- (k) **“Software”** means the commercial off the shelf (“COTS”) version of enQuesta software licensed to Customer pursuant to the Software License Agreement.
- (l) **“SLA”** means the Service Level Agreement commitment of S&S as the Hosting Services provider to provide a mutually acceptable defined level of service to Customer for a specified period of time, which if not met, remedy is provided by S&S to Customer.
- (m) **“Software License Agreement”** means the Agreement between Customer and S&S for Software and Third-Party Software provided by S&S to Customer.
- (n) **“Support Services”** means those support services provided pursuant to the Support and Maintenance Services Agreement between Customer and S&S.
- (o) **“Third Party Components”** means any third-party telecommunications, energy/utility transportation, managed facilities and/or software applications and services that S&S or its service providers has licensed or purchased and provided access to or otherwise made available to Customer as part of the Hosting Services.
- (p) **“Users”** means employees, contractors, agents or other parties affiliated with the Customer who have the right to use and have access to the Software either on Customer site or remotely to support the Customer’s lawful use of the Software or to access the Customer’s information, transactions and reports for internal use as part of the Hosting Services.

2. Authorization

Subject to the terms and conditions of this Agreement, including without limitation, payment by Customer of the Annual Hosting Fees, S&S hereby grants to Customer a personal, non-exclusive, non-transferable limited right during the Term to allow Users to access and use the Hosting Services solely in connection with its use of the Software as permitted pursuant to the Software License Agreement.

3. Fees

In consideration of receiving the Hosting Services and the Professional Services, Customer agrees to pay to S&S the Fees as described in this Section 3 and Schedule “H-1” in accordance with the payment terms set out in Schedule “H-1”.

The Annual Hosting Fees, Professional Services Fees, and any other Fees set out in this Agreement are exclusive of taxes. Customer agrees to pay all foreign, federal, state, or local income taxes, value added taxes, use, personal, property sales and tariff, duty or similar charges that may be levied by a taxing authority (excluding taxes on S&S’s net income and land).

4. Hosting Services Term

Unless terminated earlier in accordance with the terms hereof, this Agreement shall commence on the Effective Date and shall continue for a period of one (1) year (the **“Initial Term”**). After the Initial Term, this Agreement shall be automatically renewed for successive one (1) year periods (each a **“Renewal Term”**), based on a calendar year, unless either party provides written notice to the other party of its intention not to renew within sixty (60) days of the end of the then-current term. The Initial Term and Renewal Term(s) shall collectively be referred to as the **“Term”**. After the Initial Term of this Agreement, S&S and customer must agree to pricing within 60 days of the end of the then-current term.

5. Restrictions on Use

- (a) Except as expressly provided herein, Customer may not give away, rent, lease or otherwise sell, re-sell, sublicense, distribute or transfer the license rights granted under this Agreement or otherwise use the Hosting Services or the Software except as expressly permitted by this Agreement and the Software License Agreement without the prior written consent of S&S.

- (b) The Customer shall not copy, frame or mirror any part or content of the Hosting Services, other than copying or framing on Customer's internal networks or otherwise for Customer's own internal business purposes.
- (c) The Customer shall not knowingly transmit, upload, post, distribute, store or otherwise publish, through use of the Hosting Services, any data, material or information that: (i) contains a software virus, Trojan horse, worm or other harmful or deleterious computer code, files or programs that may adversely affect any hardware or software, or that intercepts or misappropriates any data or information; (ii) is threatening, defamatory, libelous, harassing, profane, is an invasion of privacy, offensive, obscene or harmful; (iii) infringes or otherwise violates any patent, copyright, trademark, trade secret or other intellectual property or proprietary right of any third-party; (iv) violates any law, statute, ordinance or regulation; or (v) includes unsolicited bulk e-mails, advertisements or solicitations.
- (d) The Customer shall not interfere with or disrupt services or networks connected to the system used to provide the Hosting Services and shall not attempt to gain unauthorized access to the Hosting Services or such services or networks connected to the system used to provide the Hosting Services.
- (e) The Customer shall not provide the results of using the Hosting Services for the purposes of monitoring its availability, performance, functionality, benchmarking or competitive analysis to any third party.
- (f) In addition to its termination rights under Section 11, S&S may restrict or limit Customer's access to the Hosting Services if S&S reasonably determines that Customer has engaged in (whether knowingly or unknowingly) any prohibited conduct described herein and such conduct, in S&S's reasonable opinion poses any risk of any kind or nature to S&S or its service providers' network, business or other Customers. As promptly as practicable after becoming aware of Customer's engagement in any such prohibited conduct, S&S will use all commercially reasonable efforts to notify Customer of the restriction or limitation to Customer's access to the Hosting Services and will promptly restore Customer's access after S&S has had reasonable assurance that such conduct has been permanently discontinued. In addition to and without limiting the foregoing, S&S reserves the right to refuse to post or to remove in whole or in part any information or materials provided or submitted by or on behalf of Customer in connection with its use of the Hosting Services that S&S determines, in its reasonable discretion, are either in violation of this Agreement or pose any risk of any kind or nature to S&S or its service providers' network, business or other Customers.

6. Hosting Services

- (a) S&S shall provide the facilities, equipment, and software to deliver the Hosting Services. S&S shall have the right to manage all resources used in providing the Hosting Services, as S&S deems appropriate.
- (b) S&S shall host and provide access to the Software Users, subject to scheduled periods of non-availability as described in Schedule "H-2".
- (c) S&S reserves the right to have commercially reasonable additional User security criteria that may be applied to Users prior to their ability to have access to the Software. S&S shall inform Customer of such criteria but S&S shall be free to implement such criteria at any time without prior written warning to the Customer and/or to Users. Where Users do not accept such and/or agree to such criteria, S&S reserves its rights to not grant to such Users access to the Software. S&S reserves its rights to restrict access to the Software to Users for any violation of any additional terms and conditions to which such Users accept/agree to access the Software.
- (d) The Customer, not S&S, shall be responsible for creating and maintaining all User account information and for performing all other application level system administration functions that are available within the Software.
- (e) S&S shall comply with the terms and conditions regarding access and use of Data as set out in Section 13 of this Agreement.
- (f) Customer acknowledges that in order to provide the Hosting Services, Customer may be required to purchase access to Third Party Components. Customer further acknowledges that the availability of such Third Party Components is based solely on the best information available to S&S and its service providers as of the

Effective Date including third party representations and government regulations and is subject to change during the Term with little or no advance notice. If any necessary customer selected Third Party Components are determined by S&S to be unavailable as a result of changes to any third party availability, governmental regulations or other condition or circumstance outside of S&S's control, then (a) S&S shall not be in breach hereof or otherwise liable for any failure or inability to provide the Hosting Services as a result of such unavailability of any customer selected Third Party Components; and (b) Customer may be required to change or replace the customer selected applicable Third Party Components or otherwise attempt to mitigate the impact of the such unavailability of Third Party Components.

(g) The physical data center facilities:

- i. Unless otherwise communicated in writing the data center resides in Ashburn, VA or Phoenix, AZ due to their safe location from many of the typical Force Majeure threats and ability to accommodate many fiber connectivity hubs.
- ii. Use redundant power sources and maintain generator backups in case of widespread electrical outage.
- iii. Server rooms are closely monitored for air temperature and humidity, and fire suppression systems are in place.
- iv. Facilities are durably built with steel, concrete, or comparable materials, and are designed to withstand impact from a light vehicle strike.
- v. Facilities are staffed with security guards who are ready to respond to incidents 24 hours a day, 7 days a week, 365 days a year. The exterior of the sites is secured with perimeter barriers and vehicle checks are actively monitored by a guard force and cameras that cover the building perimeter.
- vi. Server rooms are built with additional security layers including cameras that cover server rooms, two-factor access control, and intrusion-detection mechanisms. Physical barriers are in place to create isolated security zones around server and networking racks.

7. Responsibilities

- (a) Cooperation by Customer.** The Customer acknowledges that the success and timeliness of the implementation process shall require the active participation and collaboration of the Customer and its staff and agrees to act reasonably and cooperate fully with the S&S to achieve the Completion of Services related to any Professional Services supplied by S&S. To enable S&S to provide effective Support Services, the Customer will establish secure remote access to S&S based on mutually agreed to remote access procedures.
- (b) Project Manager.** The Customer shall appoint a project manager who shall work closely with S&S to facilitate the successful completion of the implementation process and who shall be responsible for supervising the staff of the Customer and their cooperation with and participation in such process during any Professional Services.
- (c) Customer Equipment.** Customer agrees that it shall be responsible, at its sole expense, for providing all Internet access, including but not limited to obtaining, installing and maintaining all internal equipment, hardware, onsite network, Internet or direct telecommunications connections and software applications (e.g. web browser) at Customer's facilities required for Users to access and use the Software in the Hosted environment. S&S shall not be responsible for the operation of any Internet, Customer's internal network or Customer's other internal communication services. The Customer further acknowledges that the operation of the Software requires the Customer's and Users' hardware to be of sufficient quality, condition and repair, and the Customer agrees to and/or ensure that Users' maintain their applicable hardware in the appropriate quality, condition and repair at the Customer's sole cost and expense. These requirements may also be necessary in order to facilitate the achievement of Completion of Services related to any Professional Services supplied by S&S.
- (d) Passwords.** Customer agrees to comply with all S&S security policies and procedures as provided to it and

amended from time to time to enhance security and meet commercially acceptable and regulatory requirements. The following are the S&S security policies and procedures: Customer and its Users shall be responsible for keeping any and all passwords and user IDs assigned to it its Users secret and confidential. Customer agrees that it is and shall remain solely and completely liable for any communications or other uses that are made using Customers or its Users' passwords and user ID's, as well as any obligation that may result from such use. Customer agrees to notify S&S in writing if it believes that a password has been stolen or might otherwise be misused. Customer agrees to notify S&S immediately of any unauthorized use of any password or user ID or any other breach of security suspected by Customer.

- (e) **Users.** The Customer is responsible for: (i) the actions of Users using the Hosting Services in accordance with this Agreement; (ii) ensuring that Users agree to any further terms and conditions as may be provided by S&S from time to time for Users; and (iii) informing S&S of any information about Users' actions that may affected either the Software or third party data contained in the Software, or S&S's ability to provide Hosting Services as contemplated by this Agreement.
- (f) **Compliance with Laws.** Customer represents and warrants to S&S that it and its Users will at all times be in compliance with all applicable local, state, and federal and laws including but not limited to those laws regarding defamation, libel, harm to reputation, invasion of privacy, misuse or failure to protect personal information, violation of secrecy, confidentiality, unfair competition and other situations which could generate liability.
- (g) **Managed Services.** Please see the table below for additional information on other division of responsibilities:

Item	Notes	Responsibility
Power Supply	All data center infrastructure is backed by redundant power sources and maintain generator backups in case of widespread electrical outage.	S&S
Internet Feeds & Networking at the Hosting Facility	All data center infrastructure is backed by high speed redundant network and internet connectivity.	S&S
Internet Feeds & Networking at the Customer Site	The Customer is responsible for monitoring and maintaining network and internet connectivity at the customer site relating to the hosted environment. For general usage, 10 to 20 Mbps upload/download dedicated to enQuesta throughput will meet or exceed the needs of most customers.	Customer
Disk Failover in Data Center	Multiple copies of data are stored redundantly across multiple storage servers with built-in repair mechanisms.	S&S
On-Premises (Customer) Network	Set-up and maintenance of all network components, including firewall configuration and network connectivity.	Customer
VPN Tunnels	For all hosted systems, an IPsec VPN tunnel is required to provide secure connectivity between the customer and the cloud hosting environment. The hosting environment tunnel is to be a co-managed; each party is responsible for notifying each other in the event of any changes that may require any type of coordination.	Customer & S&S
Back-Ups	Daily backups occur each evening and are retained for 5 business days. The Recovery Point Objective (RPO) for enQuesta is to recover from the most recent of these evening backups to minimize data loss. Selecting the Data Guard option makes your Production RPO point-of-failure (a.k.a. real-time). RTO for enQuesta is 12 hours. Often recovery time is 4 hours or less, but this is dependent on the type of failure that may have occurred. Complete server and data backups are taken at a 24 hour our interval and replicated to a different Oracle data center facility should any type of backup	S&S

	ever be required. This back-up can be made available to the Customer at any point. Higher frequency back-ups may be requested at the then available S&S rates.	
Disaster Recovery	Set-up, maintenance and restoration from backups – typical recovery time is less than 24 hours for enQuesta production – extreme cases can take up to 72 hours for enQuesta production. The number one priority will be enQuesta, once it's up, the same timelines would then apply to Capricorn & enQuesta Link.	S&S
Operating System Maintenance	S&S is responsible for the following Operating System Level changes: General O/S maintenance, O/S-level application configuration, and systematic semi-yearly O/S patching.	S&S
Database Maintenance	S&S is responsible for Database maintenance and tuning as required by the enQuesta Software. Please note that this does not include manual data manipulation for ad-hoc billable projects or corrective measures in the case of Customer error.	S&S
Workstations	The Customer is responsible for the management and maintenance of all workstation, PCs, devices used to connect to the enQuesta Software.	Customer
Any Hardware On-Premise (e.g Kiosks, Handhelds Scanners, etc)	The Customer is responsible for the configuration, management and maintenance of any additional hardware installed on-premises.	Customer
Printers	Customer is responsible for all printer configuration and support of printers (beyond the six (6) that are included as part of the original contract).	Customer
System Monitoring	Alerting of critical instances: Tablespace Capacity, JBOSS, Back-Up Completed/Failed, Oracle Up/Down, Web Portal Availability (Production Instance Only)	S&S
Other	The Customer is responsible for enQuesta user maintenance and general system administration. The Customer is also responsible for any file or report import/export to non-enQuesta servers.	Customer

(h) Data Security. Customer acknowledges and agrees that use of or connection to the Internet is inherently insecure and provides opportunity for unauthorized access by a third party to Customer's and its Users' (as well as S&S's) computer systems, networks and any and all information stored therein. Customer is responsible for taking reasonable measures to ensure that (i) Customer's internal computer systems are secure and protected from unwanted interference (such as "hackers" and viruses), (ii) transmissions are screened for viruses or other harmful code prior to transmission to S&S's servers; and (iii) Data is encrypted. Some content may be subject to governmental regulations or may require security measures beyond those specified by S&S for an offering. Customer will not input or provide such content unless S&S has first agreed in writing to implement additional required security measures, which will not be unreasonably withheld.

WHERE THE PRIVACY, SECURITY, AUTHENTICITY, OR ACCURACY OF ANY INFORMATION ARE IMPACTED BY TRANSMISSION ACROSS THE INTERNET S&S WILL NOT BE HELD RESPONSIBLE. S&S SHALL NOT BE RESPONSIBLE FOR ANY ADVERSE CONSEQUENCES WHATSOEVER OF CUSTOMER'S OR ITS USERS' CONNECTION TO OR USE OF THE INTERNET, AND S&S SHALL NOT BE RESPONSIBLE FOR ANY USE BY CUSTOMER OR ANY USER OF CUSTOMER'S INTERNET CONNECTION IN VIOLATION OF ANY LAW, RULE OR REGULATION.

The hosted managed service infrastructure enables our customers to maximize the number of mission-critical workloads that they can migrate to the managed hosted facility while continuing to maintain their desired security posture and reduce the overhead of building and operating data-center infrastructure. Our solution is designed with one goal: giving our customers complete confidence that their solution is reliable and secure by continuing to invest and include the following as part of your solution:

- i. Customer isolation that allows us to deploy the applications and data assets in an environment that commits full isolation from other tenants.
- ii. Always-on encryption that protects our customers data at-rest and HTTPS-only public APIs.
- iii. Security policy that allows us to constrain access to your services and segregate operational responsibilities to reduce risk associated with malicious and accidental user actions.
- iv. Comprehensive log data that allows our customers to audit and monitor actions on the resources, allowing our customers to meet audit requirements while reducing security and operational risk.
- v. Identity federation that allows our customers to use their existing users and groups in our managed facilities.
- vi. Rigorous internal processes and use of effective security controls in all phases of the managed service development and operation.
- vii. Adherence to Oracle's strict security standards through third-party audits, certifications, and attestations.
- viii. By using Oracle's Infrastructure in their own data centers our customers benefit from Oracle's deep expertise (Oracle employs some of the world's foremost security experts in information, database, application, infrastructure, and network security) and continuous investments in security.
- ix. enQuesta offers our Customer both the option of directly integrating into Active Directory or using enQuesta's own proprietary user management tool, as such designated Customer admins may have the ability to cancel user accesses are required.
- x. Password complexity rules can be defined by the Customer (e.g. length, strictness, special characters, mandatory resets, etc.) for both the Capricorn Web Portal and enQuesta. S&S can be consulted to advise industry best-practices if no such password policies are currently in place by the Customer.

Industry-leading Oracle Cloud Infrastructure are utilized along with Linux as the operating system in order to further maximize security, here are some additional details:

- i. Oracle Linux images run the Unbreakable Enterprise Kernel (UEK) and support security features such as Ksplice to apply security patches without booting.
- ii. Second-generation Oracle Cloud Infrastructure-as-a-Service security includes zero-trust, least privilege networking and isolated network virtualization.
- iii. Settings throughout enQuesta are designed with the "pessimistic permission" model in mind and as such explicit access must be granted for individuals to be able to use granular sections of the application. The following strictness and flexibility is also carried over to the Firewall; specific IP ranges can be explicitly turned-off or turned-on as necessary to prevent access from outside a certain zone.
- iv. Should the unlikely event of any type of unsolicited activity occur (e.g. even if it's due to suspicious activities by a Customer's employee) S&S reserves the right to immediately block off entry to all parties until root cause is assessed via all activity logs (network, database, and application). The Customer also reserves the right to ask S&S to turn off access to all at any point, in the unlikely event that this should be deemed required.

Our datacenter infrastructure provider, Oracle, has been engaging with 3rd party external assessment entities and independent auditors to meet a broad set of international and industry-specific compliance standards to ensure that environments adhere with industry security best-practices. Here is a sample of some of the current

ones:

- i. ISO 27001: International Organization for Standardization 27001 is an international standard that covers the planning, implementation, monitoring, and improvement of an Information Security Management System. This widely adopted global security standard sets out requirements and best practices for a systematic approach to managing company and customer information based on periodic security risk assessments.
- ii. SOC 1 – Type 2: System and Organization Controls 1 is a report on a service organization controls relevant to internal control over financial reporting. A “type 2” report includes the “type 1” report opinions; additionally, it includes an opinion on the operating effectiveness of the controls to achieve the control objectives as well as a description of the service auditor’s tests of the controls and results.
- iii. SOC 2 – TYPE 2: System and Organization Controls 2 is a report on a service organization controls relevant to security, availability, processing integrity, confidentiality, or privacy using up to five trust principles. A given SOC 2 report may be based on one or more trust principles.
- iv. SOC 3: System and Organization Controls 3 is a report, like the SOC 2, on a service organization controls relevant to security, availability, processing integrity, confidentiality, or privacy. However, a SOC 3 can be distributed for general use and only states whether or not the entity has achieved the Trust Service criteria, without any description of tests, results or opinions.

Copies of such audit reports will be provided to Customer on an annual basis by November 1st of each year.

8. Warranty and Warranty Disclaimer

- a) **Limited Warranty.** S&S warrants to Customer that the Hosting Services shall be performed at a level and shall substantially conform to the specifications as stated in S&S’s manuals and other Documentation provided to Customer, provided that all use of the Hosting Services is for the purposes and in the environment for which they were designed and in accordance with such specifications. Customer’s sole remedies in the event the Hosting Services do not conform to the foregoing limited warranty: (i) S&S shall, at S&S expense, use commercially reasonable efforts to correct such non-conformance within fourteen (14) days from notification of warranty breach, and (ii) if such breach is not cured within such fourteen (14) days, S&S shall, at S&S expense, take all actions necessary to complete the transition of Customer to a different hosting provider or host internally no later than sixty (60) days from Customer’s initial notification of warranty breach. If neither of the foregoing sufficiently remedies the breach or is timely completed, Customer shall have the right to terminate this Agreement in accordance with Section 11(a). The foregoing does not relieve S&S of its obligations under the SLA.
- b) **Warranty Disclaimer.** TO THE GREATEST EXTENT PERMITTED BY LAW, EXCEPT FOR THE EXPRESS LIMITED WARRANTY SET OUT IN SECTION 8(a) OF THIS AGREEMENT, THE HOSTING SERVICES, SOFTWARE, THE PROFESSIONAL SERVICES AND ANY OTHER PRODUCTS OR SERVICES PROVIDED UNDER THIS AGREEMENT ARE PROVIDED TO CUSTOMER “AS IS” AND THERE ARE NO OTHER WARRANTIES, REPRESENTATIONS OR CONDITIONS, EXPRESSED OR IMPLIED, WRITTEN OR ORAL, ARISING BY STATUTE, OPERATION OF LAW, COURSE OF DEALING, USAGE OF TRADE OR OTHERWISE, REGARDING THEM OR ANY OTHER PRODUCT, SERVICE OR MATERIAL PROVIDED HEREUNDER OR IN CONNECTION HERewith.

S&S, ITS LICENSORS AND SUPPLIERS DISCLAIM ANY IMPLIED WARRANTIES OR CONDITIONS REGARDING SOFTWARE, THE HOSTING SERVICES, THE PROFESSIONAL SERVICES AND ANY OTHER PRODUCTS, SERVICES AND MATERIALS PROVIDED HEREUNDER OR IN CONNECTION HERewith, INCLUDING, BUT NOT LIMITED TO, WARRANTIES OF MERCHANTABILITY, MERCHANTABILITY, DURABILITY, FITNESS FOR A PARTICULAR PURPOSE, TITLE OR NON-INFRINGEMENT.

CONTRACTOR DOES NOT REPRESENT OR WARRANT THAT THE HOSTING SERVICES OR THE SOFTWARE SHALL OPERATE ERROR FREE OR UNINTERRUPTED, SHALL MEET ALL OF CUSTOMER'S PARTICULAR REQUIREMENTS, THAT ALL ERRORS OR DEFECTS IN THE HOSTING SERVICES OR SOFTWARE CAN BE FOUND OR CORRECTED.

WITHOUT LIMITING THE FOREGOING, S&S DOES NOT MAKE ANY REPRESENTATIONS OR WARRANTIES WHATSOEVER WITH REGARD TO PRODUCTS OR SERVICES FROM THIRD PARTIES (INCLUDING WITHOUT LIMITATION THE THIRD PARTY COMPONENTS, THE HARDWARE, THE OPERATION OF THE INTERNET, CUSTOMER'S INTERNAL NETWORK OR CUSTOMER'S OTHER COMMUNICATION SERVICES) AND ASSUMES NO RESPONSIBILITY OR LIABILITY WITH RESPECT TO THE FOREGOING OR THE APPROPRIATENESS OF CUSTOMER'S THIRD PARTY DATA MANAGEMENT SYSTEM (ANY SYSTEM THAT IS NOT COVERED UNDER THIS AGREEMENT) OR THE ACCURACY OF DATA CONTAINED IN SUCH SYSTEM.

NO AGREEMENTS VARYING OR EXTENDING ANY EXPRESS WARRANTIES SET FORTH IN THIS AGREEMENT SHALL BE BINDING ON EITHER PARTY UNLESS IN WRITING AND SIGNED BY AN AUTHORIZED SIGNING OFFICER OF S&S AND CUSTOMER.

9. Limitations on Liability

- a) Termination of this Agreement shall not affect any right of action of either party arising from anything which was done or not done, as the case may be, prior to the termination taking effect.
- b) The Customer and S&S recognize that circumstances may arise entitling the Customer to damages for breach or other fault on the part of S&S arising from this Agreement. The parties agree that in all such circumstances the Customer's remedies and S&S's liabilities will be limited as set forth in Section 11 and as set forth below and that these provisions will survive notwithstanding the termination or other discharge of the obligations of the parties under this Agreement.
- c) **TO THE GREATEST EXTENT PERMITTED BY APPLICABLE LAW, AND EXCEPT FOR DAMAGES ARISING OUT OF (a) DAMAGE TO TANGIBLE PROPERTY (b) INJURY OR DEATH TO PERSONS, (c) GROSS NEGLIGENCE OR (d) WILLFULL MISCONDUCT, CUSTOMER AGREES THAT THE ENTIRE LIABILITY OF S&S AND CUSTOMER'S EXCLUSIVE REMEDY WITH RESPECT TO THE HOSTING SERVICES, THE PROFESSIONAL SERVICES AND ANY OTHER PRODUCTS, MATERIALS OR SERVICES SUPPLIED BY S&S UNDER WITH THIS AGREEMENT FOR DAMAGES FOR ANY CAUSE AND REGARDLESS OF THE FORM OF ACTION, WHETHER IN CONTRACT OR IN TORT, INCLUDING FUNDAMENTAL BREACH OR NEGLIGENCE, SHALL BE LIMITED TO ACTUAL DIRECT DAMAGES AND SHALL NOT EXCEED IN THE AGGREGATE THE ANNUAL HOSTING FEES PAID BY CUSTOMER TO S&S UNDER THIS AGREEMENT DURING THE THEN-CURRENT TERM (AND IN NO EVENT BEING GREATER THAN 12 MONTHS) OF THE AGREEMENT UP TO AND INCLUDING THE DATE OF TERMINATION.**

CUSTOMER FURTHER AGREES THAT IN NO EVENT SHALL S&S BE LIABLE UNDER THIS AGREEMENT, REGARDLESS OF THE FORM OF ACTION, WHETHER IN CONTRACT OR IN TORT, INCLUDING FUNDAMENTAL BREACH OR NEGLIGENCE, FOR ANY INDIRECT, PUNITIVE, CONSEQUENTIAL, INCIDENTAL, SPECIAL, OR EXEMPLARY DAMAGES WHATSOEVER, INCLUDING WITHOUT LIMITATION FOR LOST PROFITS, LOSS OF REVENUE, FAILURE TO REALIZE ANTICIPATED SAVINGS, LOST OR DAMAGED DATA (EXCLUDING CLAIMS FOR LOSS OF DATA CAUSED BY S&S OR ITS THIRD PARTY HOSTING PROVIDER), LOSS OF GOODWILL, BUSINESS OPPORTUNITIES OR REPUTATION, OR ECONOMIC LOSS, ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT, EVEN IF IT HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH POTENTIAL LOSS OR DAMAGES, OR SUCH LOSSES OR DAMAGES ARE FORESEEABLE.

10. Change Order Process

With respect to any proposed changes to the Professional Services defined by this Agreement, the parties will cooperate in good faith to execute Change Orders in respect thereof and will not unreasonably withhold approval of such proposed changes. If Customer causes or requests a change in the allocation of the resources of S&S applied to a task, changes in completion schedules for individual tasks or for overall implementation, and changes in staffing that require S&S to provide additional work hours, S&S may propose a change to cover the additional work effort required of it. Approval of any such proposed changes will not be unreasonably withheld (it being acknowledged that any such material changes may require modifications to the consideration paid, and timelines governing the Professional Services), and any disputes regarding changes shall be handled initially by discussions between the parties which will be convened in good faith by the parties to resolve any such matters in dispute. Change Orders will need to be approved before any work commences and will be deemed approved upon signature by both parties.

11. Cancellations and Termination

This Agreement may be terminated as follows:

- a. If either party is in material breach of any of its obligations or any provision under this Agreement, the other party must notify the breaching party in writing of such default (a "**Default Notice**"). Upon receipt of a Default Notice, the breaching party must correct the default at no additional cost to the other party within sixty (60) days or issue a written notice of its own disputing the alleged default within thirty (30) days, of the date of receipt of a Default Notice. If the breaching party fails to correct the default in a mutually agreeable fashion within such sixty (60) day period, and did not issue a notice disputing the alleged default within such thirty (30) day period, the other party may terminate this Agreement upon written notice to the other party to that effect.
- b. If Customer has failed to pay any undisputed amounts when due under this Agreement, S&S shall have the right to (i) suspend performance of the Hosting Services (including Customer access to the Hosting Services) until all amounts are paid in full; and/or (ii) terminate this Agreement effective thirty (30) days from receipt of written notice to Customer to that effect.
- c. S&S may terminate this Agreement effective immediately upon written notice to Customer if Customer has breached its obligations of confidentiality or any intellectual property right or proprietary right of S&S.
- d. Either party may terminate this Agreement effective immediately upon written notice to the other party if the other party: (i) becomes insolvent; (ii) becomes the subject of any proceeding under any bankruptcy, insolvency or liquidation law, whether domestic or foreign, and whether voluntary or involuntary, which is not resolved favorably to the subject party within ninety (90) days of commencement thereof; or (iii) becomes subject to property seizure under court order, court injunction or other court order which has a material adverse effect on its ability to perform hereunder.
- e. In the event that funds are not appropriated for the performance of Customer's obligations under this Agreement, then this Agreement shall automatically expire without penalty to Customer ninety (90) days after written notice to S&S of the non-appropriation of public funds. It is expressly agreed that Customer shall not activate this non-appropriation provision for its convenience or to circumvent the requirements of this Agreement, but only as an emergency fiscal measure during a substantial fiscal crisis, which affects generally its operations. This section shall not relieve Customer of its obligations to pay for any fees due under this Agreement as of the effective date of Customer's notice.
- f. This Agreement shall automatically terminate in the event that the Software License Agreement is terminated.

12. Effects of Termination

In the event of termination or expiration of this Agreement:

- (a) All rights granted to Customer in this Agreement shall immediately terminate and S&S will immediately cease to perform the Hosting Services.
- (b) Customer will pay all amounts due under this Agreement up to and through the date of termination.
- (c) Customer shall return to S&S or at S&S's option purge or destroy all copies of any Confidential Information of S&S in its possession or under its control (except as required under any statute or legislation related to retention requirements), and provide a duly authorized certificate of an officer of Customer confirming same within thirty (30) days.
- (d) Except as otherwise provided in this Agreement, termination of this Agreement shall not affect any right of action of either party arising from anything which was done or not done, as the case may be, prior to the termination taking effect.
- (e) Any cancellation and/or termination prior to the end of the Initial Term shall result in the following: an acceleration of all Annual Hosting Fees due thirty (30) days upon receipt of invoice. This section will not affect S&S's right to collect any further invoiced amounts for other Professional Service Fees.
- (f) Conditional upon Customer's payment of all Fees that are due to S&S, S&S will furnish the Customer with a copy of the Data in a format to be mutually agreed upon between the parties in writing (typically a .csv file). The anticipated services to provide a copy of the Data are one (1) to two (2) weeks and will be billed at S&S's then-current daily rate. Upon receipt of notice from Customer confirming receipt of the Data, S&S shall destroy all copies of the Data and delete all Data on the database and an Officer of S&S shall certify the destruction and deletion to the Customer. Subject to any legal requirement that S&S must retain a copy of the Data, S&S shall not delete the Data for ninety (90) days from the date of termination except: (i) where S&S has provided the Data to Customer pursuant to this Subsection; or (ii) where it has received written instructions from Customer to delete the Data. Following ninety (90) days from the date of termination if Customer has not communicated with S&S regarding the Data, S&S shall have the right to delete all Data at any time as either required by law or as determined by S&S in its sole discretion. Notwithstanding the foregoing, S&S shall be permitted to delete all Data without providing notification to Customer and S&S shall not be required to adhere to the time frames detailed above where S&S is required by law to delete such Data.

13. Ownership

- (a) **By S&S.** Customer acknowledges that at all times S&S, its service providers or licensors are and shall remain the owner of all hardware, servers, equipment, networks or other software S&S uses in the performance of the Hosting Services. S&S, its service providers and licensors are and shall at all times remain the owner of all copyright, trademarks, trade secrets, patents and any other intellectual property rights in and to the Hosting Services and Software and related documentation, materials, logos, names and other support materials provided pursuant to the terms of this Agreement. Customer shall acquire no right whatsoever to all or any part of the Software except the limited right to access and use the Software in accordance with the terms of this Agreement and the Software License Agreement and S&S and its licensors reserve all rights not expressly granted to Customer. Customer must fully reproduce any copyright or other notice marked on any part of the documentation or other materials on all authorized copies and must not alter or remove any such copyright or other notice. Customer hereby grants to S&S a royalty-free, worldwide, irrevocable, perpetual license to use and incorporate in to the Hosting Services any suggestions, ideas, enhancement requests, recommendations or other feedback provided by Customer relating to the operation of the Hosting Services or the Software.
- (b) **Customer Data.** As between S&S and Customer, all Data will remain the sole and exclusive property of Customer. Customer is solely responsible for ensuring the accuracy, quality, integrity, reliability, appropriateness and right to view and use the Data. Subject to the terms and conditions of the Agreement, Customer grants to S&S a world-wide, non-exclusive, royalty-free license to access the Data for the sole purpose of performing the Hosting Services. Access to the Data shall only be by S&S's employees and/or subcontractors whose job function requires access. Except as specified in this Agreement, S&S may not access the Data for any other purpose without the express written consent of Customer. Access to Data by any outside party shall only be in accordance with the terms of this Agreement or where required by law.

(c) Data and Privacy Policy of Customer

The Customer represents and warrants to S&S that:

- a. Data that is either provided to or acquired by S&S is owned exclusively by Customer and that the Customer has full right and title to provide the Data to S&S;
- b. Data that is either provided to or acquired by S&S is subject to a privacy policy in effect as of the Effective Date and customer's customers have provided to customer their written consent for its collection, use and storage by S&S and its third-party service providers in accordance with this Agreement and in any jurisdiction in North America;
- c. Customer complies with all applicable privacy legislation as of the Effective Date in the performance of its obligations hereunder in respect of any Data collected, used, transferred, created or disclosed pursuant to this Agreement; and
- d. Customer will not provide S&S with data of any kind for which S&S either has no need or does not have the right to collect, use and store under the terms of this Agreement.

14. Confidential Information

The parties agree to keep confidential any and all Confidential Information with respect to the other party which it has received or may in the future receive in connection with this Agreement and shall only disclose such Confidential Information of the other party (i) to its agents, employees or representatives who have a need to know such information, for the purpose of performance under this Agreement and exercising the rights granted under this Agreement, and who have entered into a non-disclosure agreement at least as protective of the other party's Confidential Information as this Agreement, or (ii) to the extent required by applicable law or during the course of or in connection with any litigation, arbitration or other proceeding based upon or in connection with the subject matter of this Agreement, provided that the receiving party shall give the disclosing party reasonable notice prior to such disclosure and shall comply with any applicable protective order or equivalent. The parties each agree to hold the other party's Confidential Information in confidence and to take all reasonable steps, which shall be no less than those steps it takes to protect its own confidential and proprietary information, to protect the Confidential Information of the other party. The obligations of Customer set forth in this Section 14 are subject to its responsibilities under the Nevada Open Records Act.

In addition to any other restrictions on S&S's use of the Data, the confidentiality obligations above apply except to the extent that both parties agree that the Data may be subject to privacy laws providing for the owners of the Data to review such Data or to challenge the collection and storage of the Data. Customer shall indemnify and reimburse S&S in relation to all reasonable fees and other disbursements paid by S&S to comply with such requests, whether by an individual or a government body, or to challenge such requests at either S&S's or Customer's request. Customer represents and warrants to S&S that as of the Effective Date no individual, government body or third party has requested a review of the Data or challenged the collection and storage of the Data to be stored in the Software.

15. Indemnity

Customer is solely responsible for its Data, its use, and its Users' use, of the Hosting Services in any way, and all legal liability arising out of or relating thereto. Customer shall defend, indemnify and hold S&S and its third party service providers, if applicable, and each of their respective officers, directors, employees and agents (the "**Indemnities**") harmless from and against any and all losses, costs, damages and expenses (including reasonable attorney's fees) that the Indemnities may suffer in connection with any demands, claims, actions, suits or proceedings arising out of or in connection with (i) the use of the Hosting Services including but not limited to any Third Party Components by Customer or its Users; (ii) any breach by Customer or its Users of this Agreement; or (iii) Customer's Data, including but not limited to any third party claims that the inclusion, use, reference,

incorporation of or linking to any third party materials or the Customer's Data violates such third party's copyright and/or other intellectual property, privacy or other rights, or that such use is illegal.

16. General

- (a) **Governing Law; Venue.** This Agreement shall be governed by and construed in accordance with the laws of California and the federal laws of the United States applicable therein. This Agreement expressly excludes that body of law applicable to choice of law, the Uniform Commercial Code (except as expressly adopted as Nevada law) and the United Nations Convention on Contracts for the International Sale of Goods and any legislation implementing such Convention, if otherwise applicable. S&S and Customer hereby waive, to the fullest extent permitted by applicable law, the right to trial by jury in any action, proceeding or counterclaim filed by any party, whether in contract, tort or otherwise, relating directly or indirectly to this Agreement or any acts or omissions of S&S.
- (b) **Mediation.** Except where this Agreement explicitly states that this Section does not apply, the parties agree to submit any claim, controversy or dispute arising out of or relating to this Agreement or the relationship created by this Agreement to non-binding mediation before bringing a claim, controversy or dispute in a court or before any other tribunal. The mediation is to be conducted by either an individual mediator or a mediator appointed by mediation services mutually agreeable to the parties. Such mediator shall be knowledgeable in software system agreements. The mediation shall take place at a time and location which is also mutually agreeable; provided; however, in no event shall the mediation occur later than ninety (90) days after either party notified the other of its desire to have a dispute be placed before a mediator. The costs and expenses of mediation, including compensation and expenses of the mediator (and except for the attorneys' fees incurred by either party), is to be shared by the parties equally. If the parties are unable to resolve the claim, controversy or dispute within ninety (90) days after the date either party provides the other notice of mediation, then either party may bring and initiate a legal proceeding to resolve the claim, controversy or dispute unless the time period is extended by a written agreement of the parties. Nothing in this Section shall inhibit a party's right to seek injunctive relief at any time.
- (c) **Notice.** Any notice required or permitted to be given to any party to this Agreement shall be given in writing and shall be delivered either personally, mailed by prepaid registered post or sent by facsimile to the appropriate address or facsimile number set out below. Any such notice shall be conclusively deemed to have been given and received on the day on which it is delivered or transmitted (or on the next succeeding business day if delivered or received by facsimile after 5:00 p.m. local time on the date of delivery or receipt, or if delivered or received by facsimile on a day other than a business day), if personally delivered or sent by facsimile or, if mailed, on the third business day following the date of mailing, and addressed, in the case of the S&S, to:

SYSTEMS & SOFTWARE, INC.
10 East Allen St, Suite 201
Winooski, VT 05404
Attention: Executive Vice President
Telephone: (802) 865-1170

and in the case of the Customer, to:

SANTA CLARITA VALLEY WATER AGENCY
24631 Avenue Rockefeller
Valencia, CA 91355
Attention: Kathleen Willson
Telephone: (661) 294-0828

Each party may change its particulars respecting notice, by issuing notice to the other party in the manner described in this Section 16(c).

- (d) **Currency.** Unless otherwise indicated, all dollar amounts referred in this Agreement are in lawful money of United States.
- (e) **Entire Agreement.** This Agreement together with the Schedules attached to this Agreement constitute the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior and contemporaneous agreements, representations, negotiations, understandings, arrangements, and communications between the parties, both written and oral, relating to the subject matter hereof. No terms and conditions in any Customer orders, other than Change Orders pertaining to this Agreement, or in any other documentation employed by or on behalf of Customer in connection with this Agreement, regardless of the date of such documentation, will affect the terms of this Agreement, even if such document is accepted by the receiving party, with such provisions being deemed deleted. This Agreement may only be modified by a written amendment signed by an authorized representative of each of the parties.
- (f) **Waiver.** No waiver of any breach of any provision of this Agreement shall constitute a waiver of any prior, concurrent, or subsequent breach of the same or any other provisions hereof, and no waiver shall be effective unless made in writing and signed by an authorized representative of the waiving party.
- (g) **Assignment.** Customer may not assign any of its rights or duties under this Agreement without the prior written consent of S&S, such consent not to be unreasonably withheld. This Agreement shall enure to the benefit of and be binding upon the parties to this Agreement and their respective successors and permitted assigns.
- (h) **Severability.** If any provision of this Agreement is determined by a court of competent jurisdiction to be invalid or unenforceable under any applicable law, then such provision shall be deemed modified to the extent necessary in order to render such provision valid and enforceable. If such provision may not be so saved, it shall be severed and the remainder of this Agreement shall remain in full force and effect.
- (i) **Allocation of Risk.** Customer acknowledges and agrees that the warranty disclaimer and limitation of liability contained in this Agreement are fundamental elements of the basis of the bargain between S&S and Customer and set forth an allocation of risk reflected in the fees and payments due hereunder.
- (j) **Relationship.** The parties are and shall at all times remain independent contractors in the performance of this Agreement and nothing herein shall be deemed to create a joint venture, partnership or agency relationship between the parties. Neither party will have the power to bind the other party or to contract in the name of or create any liability against the other party in any way for any purpose. Neither party will be responsible for the acts or defaults of the other party or of those for whom the other party is lawfully responsible.
- (k) **Equitable Relief.** Customer acknowledges and agrees that it would be difficult to compute the monetary loss to S&S arising from a breach or threatened breach of the confidentiality obligations under this Agreement by Customer and that, accordingly, S&S will be entitled to specific performance, injunctive or other equitable relief in addition to or instead of monetary damages in the event of a breach or threatened breach of this Agreement by Customer.
- (l) **Force Majeure.** No default, delay or failure to perform on the part of S&S shall be considered a breach of this Agreement where such default, delay or failure is due to a force majeure or to circumstances beyond its reasonable control. Such circumstances will include, without limitation, strikes, riots, civil disturbances, actions or inactions concerning government authorities, epidemics, war, terrorist acts, embargoes, severe weather, fire, earthquakes, acts of God or the public enemy or default of a common carrier, unavailability of Third Party Components or other disasters.

(m) Survival. Sections 1 (Definitions), 3 (Fees), 5 (Restrictions on Use), 7(f) (Compliance with Laws), 7(g) (Security), 8 (Warranty Disclaimer), 9 (Limitation of Liability), 12 (Effects of Termination), 13 (Ownership), 14 (Confidential Information), 15 (Indemnity), 16 (General) and any other provision of this Agreement which is required to ensure that the parties fully exercise their rights and their obligations hereunder shall survive any termination or expiration of this Agreement unless and until waived expressly in writing by the party to whom they are the benefit.

(n) Counterparts. This Agreement may be executed in counterparts (email scan), each of which when so executed shall constitute an original and all of which together shall constitute one and the same instrument.

IN WITNESS WHEREOF, S&S and the Customer have duly executed this Agreement to be effective on the Effective Date first written above.

SYSTEMS & SOFTWARE, INC.

Customer:

Signature

Name:
Title:

Signature

Name:
Title:

Schedule "H-1"
Fees and Payment Schedule

Purchased Hosting Services:

Hosting Services shall be provided for the software products listed in the Software License Agreement.

The total maximum Hosting Fees for the initial one (1) year term:

- 1-year OCI Hosting and 1-year S&S Managed Services (as described -section G - \$83,500 estimated annually)

PAYMENT TERMS:

The Annual Hosting Fees shall be invoiced on each anniversary date of the initial contract.

RESET OF TERM TO MATCH FISCAL YEAR:

Customer may request that S&S match the annual invoicing of the Annual Hosting Fees with Customer's fiscal year. In order for City to elect to match annual invoicing with their fiscal year, Customer must make said request to S&S in writing and during the Initial Term of this Agreement. If such election is made S&S shall, a) issue a prorated invoice for any Hosting Fees due for the portion of the year remaining in Customer's current fiscal year, b) extend the then current term to expire at the end of the Customer's subsequent fiscal year, c) issue an annual invoice thereafter on the annual anniversary date of Customer's fiscal year for any Hosting Fees due, and d) reset future annual terms to expire at the end of Customer's fiscal year. Annual Hosting Fees are invoiced in advance of an upcoming annual term. Hosting fees shall be due and payable thirty (30) days from date of invoice.

**Schedule “H-2”
Service Availability**

Availability and Uptime Objectives:

Availability of the Hosting Services is defined as when the Software and Customer's data are operational and accessible via a public internet connection. S&S shall strive to make the Hosting Services available 100% of the time. In the unlikely event of any type of downtime the two following SLA schedules will be respected:

Table 1 – Data Center’s Power, Network, and Internet Availability

Monthly Performance Rate	Percentage of Applicable Monthly Recurring Hosting Charge Credited to Customer’s Account
Equal or Greater than 99%	0%
Equal or Greater than 98%	3%
Equal or Greater than 97%	5%
Equal or Greater than 95%	10%
Less than 95%	25%

Table 2 – enQuesta Production Server Environment and Data Availability

Monthly Performance Rate	Percentage of Applicable Monthly Recurring Hosting Charge Credited to Customer’s Account
Equal or Greater than 98%	0%
Equal or Greater than 97%	3%
Equal or Greater than 96%	10%
Less than 95%	25%

Credits or remedies will be provided only upon request of the Customer pursuant to this SLA. Requests for credit must be received within thirty (30) days of the Customer receiving our Root Cause Analysis document for a particular unavailability event. Please note that the official unavailability time that will be subject to a credit will exclude any common exclusions (as listed below).

Remedies for failure to meet any commitment provided in this agreement may not be combined to cover the same second, minute or day time period – only one remedy will be afforded to the Customer per time period.

Fault will be determined, and failure to perform under the obligations of this SLA identified, shall be based on S&S’s reports related to Table 2 and Third Party Hosting Provider’s monthly monitoring reports related to Table 1, and the performance monitoring reports on these subjects will be final and binding on the parties. Any disagreements will be remedied in accordance with the governing Managed Hosting Support & Maintenance Agreement.

However, the Hosting Services may be unavailable during certain downtimes, which includes, but is not limited to, the following circumstances:

- **Routine Scheduled Downtime.** Periods of time for the purpose of conducting routine system maintenance. In such event, S&S shall use commercially reasonable efforts to provide Customer with a minimum of three (3) business days prior to any period of scheduled downtime and shall use commercially reasonable efforts to limit any such routine system maintenance to weekends between the hours of midnight and 6 AM EST.
- **Factors Outside Our Reasonable Control.** Due to factors outside S&S’s reasonable control (for example, a Force Majeure event, emergencies such as natural disasters, power surges, lightning

strikes, or a network or device failure external to our data centers) or other exceptional circumstances, S&S shall be entitled to take any actions determined, in its sole discretion, necessary or advisable to prevent, remedy, mitigate, or otherwise address actual or potential harm, interruption, loss, threat, security or like concern to hosting infrastructure (“Emergency Work”). S&S shall endeavor to provide advance notice of such Emergency Work to Customer when practicable and possible, but shall not be held responsible for any deterioration of performance or System unavailability to Customer during such events or Emergency Work.

- **Unauthorized Actions.** S&S shall not be responsible for any System unavailability that results from Customer’s unauthorized action or lack of action when required, or from Customer’s employees, agents, contractors, or vendors, or anyone gaining access to the Hosting Services by means of Customer passwords or equipment, or otherwise resulting from Customer failure to follow appropriate security practices. Although S&S will use commercially reasonable efforts to mitigate the effects of any such events, S&S cannot guarantee that such events will not occur. Accordingly, S&S disclaims any and all liability resulting from or relating to such events.
- **Failure to Adhere to Requirements.** S&S shall not be responsible for any System unavailability for any failure by reason of Customer’s failure to adhere to any required configurations, use supported platforms, follow any policies for acceptable use, or use of the Hosting Services in a manner inconsistent with the features and functionality of the Hosting Services (for example, attempts to perform operations that are not supported, exceeding prescribed quotas, or suspected abusive behavior) or inconsistent with S&S’s published guidance.

enQuesta Version 6 Upgrade Pricing Sheet

Prepared by: Dan Barry
Date: September 1, 2020
Pricing expires on: May 15, 2020



Item Selected?	Service Component	Description	Service Cost	License Cost	Maintenance Cost	Sales Adjustments	Combined Cost (Service, License, and Maintenance)	Notes
No	BASE UPGRADE							
Required	On Premise Server Upgrade (Legacy Version 4 to Version 6)	If your servers are hosted on premise, S&S will work with you to order and provision the equipment needed to keep your current, backed up and running enQuesta Version 6. See below under Optional Services if Valencia desires to migrate to the Cloud.	\$16,400	\$0	\$0		\$16,400	
Required	Best Practice and New Features Review (BPR) (Legacy Version 4 to Version 6)	An onsite demonstration will be given of the Version 6 new features and a review of your enQuesta best practices and pain points will be conducted to ensure that you are taking full advantage of Version 6 and existing enQuesta features. New features demonstrations and a best practice review will be conducted in each business/functional area using enQuesta, including the full module list shown below. New features to be used and enQuesta process changes will be documented for configuration and testing purposes. Account Management, Document Designer Utility Billing, Job Scheduler, Rate Management, Financial Management, Skeletal G/L, Credit & Collections, Device Management, Workflow, Scheduling, New Service - Enterprise, Work Queue, Security, CIS&S, Auditing, Admin Portal, Reporting - Cognos, Customer Self-Service (WebConnect), Donations, Tax Roll & Hydrant/Valve/Tap. NOTE: this is not full business process analysis where we cover every business functional area of your Utility (which is listed as an optional item below). Rather Valencia would be expected to provide a list of inefficient areas or challenges to serve as an agenda for the BPR sessions.	\$36,900	\$0	\$0		\$36,900	
Required	Data Mapping and Conversion / DBA Services (Legacy Version 4 to Version 6)	Data mapping for New Features, Data Cleansing and Execution of Conversion Iterations will be executed by our Implementation Consultants, Conversion and DBA Leads. - Certain New Features require data mapping rules to be discussed and established for converting from existing Version 4.5 to Version 6 data structures. - Data Cleansing scripts will be run and a cleansing plan will be provided for general data auditing/cleansing purposes and also to ensure data integrity and compliance for Version 6. - Four Conversion Iterations (two test conversions, one conversion for Simulation/UAT and one conversion for Go-live) will be run, validated and balanced to prove out data cleansing activities and a successful cut over to Version 6. Balancing activities include account-by-account data validation, reconciliation of system counts between Versions 4 and 6, and bill parallels. - Test/train refreshes will be performed as needed along with merging and maintenance of ongoing Utility's Version 4.5 configuration with S&S Version 6 configuration. This only includes basic account, meter and item conversions. It does not include AR (i.e. customer balance), deposit, write offs, secondary party, report codes, histories, notes, budgets etc. * The customer is required to populate enQuesta at aging tables for conversion purposes. S&S will not convert directly from the legacy system New Accounts ~41,000	\$61,500	\$123,000	\$30,750		\$215,250	License and Maintenance: \$3 per new account (~41,000 new accounts)
Required	enQuesta Product Configuration & Unit Testing (Legacy Version 4 to Version 6)	S&S Implementation Consultants will configure the Version 6 target system according to the decisions made re: New Features to be adopted and business processes that require changes. Unit testing will be performed to ensure changes are ready for Functional and Integration testing.	\$16,400	\$0	\$0		\$16,400	
Required	Version 6 Deployment (Including Interfaces and Valencia-specific programs) (Legacy Version 4 to Version 6)	S&S Deployment engineers will deploy enQuesta version 6 to production, test and train environments as well as fix packages to all environments during the testing phases. Additionally, S&S Implementation Consultants will review current interfaces and Valencia-specific programs with Utility to ensure a complete and accurate list is made. S&S interface specialists will then ensure interfaces and programs have been upgraded to work with Version 6. Unit testing will be performed to ensure changes are ready for Functional and Integration testing.	\$41,000	\$0	\$0		\$41,000	
Required	enQuesta Analytics Report Upgrades (Legacy Version 4 to Version 6)	An S&S Report Architect convert Version 4 reports to version 6** and provide general user support over the course of the upgrade. ** Pricing is based on converting up to 30 reports. If more are needed, effort will be increased at the rate of 10 mins / report.	\$5,125	\$0	\$0		\$5,125	
Yes	enQuesta Analytics Training and Upgrade to Cognos 11	An S&S Report Architect will install and configure the latest version of enQuesta Analytics & provide 12 days of training on the enQuesta Analytics new features.	\$20,500	\$0	\$0		\$20,500	
Required	enQuesta Version 6 Core Team Training	S&S Implementation Consultants will provide 3-4 days of training on the enQuesta Version 6 New Features to the Core Team (not to exceed 12 participants). This training will be provided before Functional and Integration Testing to inform the Core Team how best to test the New Features.	\$24,600	\$0	\$0		\$24,600	
Required	Testing Services (Legacy Version 4 to Version 6)	In addition to providing testing support, triage, fixes and organizational support during Functional and Integration testing, S&S will provide Valencia with: - over 500 standard test scripts to use for testing purposes. - an online testing tool to manage testing progress and statistics during the testing phases.	\$49,200	\$0	\$0		\$49,200	
Yes	enQuesta Version 6 Train-the-trainer	An experienced S&S Trainer will train Valencia training resources on how to train end users on the enQuesta Version 6 New Features. Note that this is primarily a training class on how to train small/medium to large groups of staff effectively, versus a repeat or supplement of enQuesta v6 training. It is assumed that the Utility training resources have attended the enQuesta Version 6 Core Team training. Note that if Valencia chooses the optional, full-service End User Training below, Train-the-trainer should be de-selected in favor of End User Training (since we don't do both).	\$8,200	\$0	\$0		\$8,200	
Required	Simulation / User Acceptance Testing (UAT) one month	Combination of onsite and remote S&S project staff to prepare and orchestrate a go-live simulation and for both teams to ensure data integrity and accuracy of the conversion / cutover process. After the go-live simulation, Valencia staff will execute 1-3 weeks of User Acceptance or "Day in the Life" testing as a final verification of the Version 6 solution. S&S Implementation Consultants will support UAT onsite and/or remotely depending on the project schedule.	\$36,900	\$0	\$0		\$36,900	
Required	Go-Live (one month)	S&S Implementation Consultants onsite during pre and during go-live to ensure successful launch and support of Valencia staff. This will provide greater comfort and ensure Valencia team's autonomy.	\$57,400	\$0	\$0		\$57,400	

Item Selected?	Service Component	Description	Service Cost	License Cost	Maintenance Cost	Sales Adjustments	Combined Cost (Service, License, and Maintenance)	Notes
Required	Post-Go Live (one month)	Dedicated S&S Implementation Consultants post go-live (combination of onsite and remote) to ensure clean hand-off to our Support department.	\$16,400	\$0	\$0		\$16,400	
Required	Project Management (Legacy Version 4 to Version 6) Miscellaneous 3rd Party Licenses	An experienced project manager will be tasked with the execution and expediency of the project from start to finish. Various 3rd parties that will be used to accomplish the work and setup the automation and web conversions (i.e. WebFast, etc.).	\$100,655	\$0	\$7,250		\$100,655 \$36,250	
		Sub-total - Base Upgrade	\$474,780	\$152,000	\$18,000	\$0	\$664,780	
OPTIONAL PRODUCTS / MODULES								
Item Selected?	Service Component	Description	Service Cost	License Cost	Maintenance Cost	Sales Adjustments	Combined Cost (Service, License, and Maintenance)	Notes
Yes	New Capricorn Self-Serve Portal for Utility Clients + Admin Dashboard	This is a new web portal offering that is completely responsive design and works on all major web browsers. All base modules are included and a more in-depth demo of this can be presented as required.	\$118,900	\$23,780	\$28,536		\$174,216	Capricorn install including Capricorn App, forms, smart meter, business accounts, and CMS.
Yes	enQuestalink	This includes Production server license, train server license, and user licenses. Cost of implementation of enQuestalink to V6. Additional user \$1600/per user.	\$16,400		\$17,000		\$33,400	This assumes 8 users. Server License.
Yes	Cloud Hosting	This is taking your entire enQuesta ecosystem and inserting it in the cloud. The cost would need to be flushed out a little more based on the environments we would want to move on the cloud, the level of KPI performance and such. So a follow-up call to firm this up would be required.	34000	\$10,000	\$83,500		\$117,500	Managed Services/Servers for enQuesta prod/train, Capricorn prod/train, cognos prod/train.
No	Cloud Hosting Tuning Pack	Includes Standard Data Recovery Increase Performance.	\$25,000		\$6,000		\$31,000	Includes SQL License for CAP. & additional
Required	Project Management (Legacy Version 4 to Version 6)	Project management effort will increase as optional items are selected in this section of pricing document.	\$35,670	\$0	\$0		\$35,670	
		Sub-total - Optional Products / Modules	\$204,970	\$33,780	\$123,036	\$0	\$357,786	
TRAVEL EXPENSES								
Item Selected?	Service Component	Description	Service Cost	License Cost	Maintenance Cost	Sales Adjustment	Combined Cost (Service, License, Maintenance & Travel)	Notes
Required	Travel Expenses	This typically firms up as we collectively decide how much of this we would like to do on-site vs. remote. Our preference is to allot at least 20 trips and generally we estimate around \$2.5K per.	N/A	N/A	N/A	N/A	\$0	
		Sub-total - Travel	\$0	\$0	\$0	N/A	\$50,000	10% of project costs
		Contingency					\$76,103	
		Total - Base Upgrade with Options and Travel	\$679,750	\$185,780	\$167,036		\$1,148,669	
	PREFERRED PARTNER DISCOUNT		(\$94,509)	N/A	N/A	N/A	(\$94,509)	
		Grand Total - Base Upgrade with Options and Travel (after Discount)	\$585,245	\$185,780	\$167,036		\$1,054,164	
		Grand Total - Base Upgrade with Options and Travel *Maintenance not in the total - (\$9,250.00 billed as additional Maintenance at signing)	\$585,245	\$185,780	\$0		\$887,128	

RESOLUTION NO. ____

**RESOLUTION OF THE BOARD OF DIRECTORS
OF THE SANTA CLARITA VALLEY WATER AGENCY
APPROVING STATEMENTS OF WORK AND A HOSTING SERVICE AGREEMENT
WITH SYSTEMS & SOFTWARE (S&S) FOR
ENQUESTA v6 CLIENT INFORMATION SYSTEM (CIS) UPGRADE**

WHEREAS, the Agency has a need to upgrade the Agency's existing customer service utility billing software of the legacy retail systems since merging into one entity in January 2018; and

WHEREAS, currently only two of the retail divisions are using enQuesta v4.5, but the components of the existing platform are near or beyond end-of-life and currently under extended warranty/support; and

WHEREAS, the extended support warranty of the current enQuesta version is set to expire as of December 2020, and patch releases and security updates will no longer be provided,

WHEREAS, the upgrade to enQuesta v6 will enable a number of operational efficiencies including the benefit of having one unified utility billing system for all legacy divisions, with improved overall customer experience that will be realized upon project completion.

NOW THEREFORE, BE IT RESOLVED, that the Board of Directors of the Santa Clarita Valley Water Agency does approve a resolution approving Statements of Work and a Hosting Service Agreement with S&S for enQuesta v6 Client Information System Upgrade in an amount not to exceed \$887,128 for the upgrade and conversion, and \$167,036 for maintenance and support fees.

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ITEM NO.
7

Monthly Financial Report

SEPTEMBER 2020

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Statements of Revenues and Expenses

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SCV Water - Regional
Statement of Revenues and Expenses
For the 4th Period Ending 10.31.20

(in \$000)

	(A)		(B)		(C)		(D)	(E)	(F)	(G)
	Actual	Budget	Budget	Variance	Actual	Percent				
(1)	\$0	\$2,384		(\$2,384)			\$8,306	\$10,064	(\$1,758)	(17%) (1)
(2)	\$0	\$2,384		(\$2,384)			\$8,306	\$10,064	(\$1,758)	(17%) (2)
(3)	-	346		(346)			417	764	(347)	(45%) (3)
(4)	-	432		(432)			1,151	1,336	(185)	(14%) (4)
(5)	-	175		(175)			423	572	(149)	(26%) (5)
(6)	-	406		(406)			580	906	(326)	(36%) (6)
(7)	-	96		(96)			243	379	(136)	(36%) (7)
(8)	-	1,328		(1,328)			2,653	4,053	(1,400)	(35%) (8)
(9)	-	484		(484)			1,089	1,611	(522)	(32%) (9)
(10)	\$0	\$3,267		(\$3,267)			\$6,556	\$9,621	(\$3,065)	(32%) (10)
(11)	\$0	(\$883)		\$883			\$1,750	\$443	\$1,307	295% (11)
(12)	\$0	\$1,008		(\$1,008) A			\$2,461	\$3,750	(\$1,289)	(34%) (12)
(13)	-	(2,185)		2,185			(2,867)	(5,600)	2,733	(49%) (13)
(14)	-	(527)		527			(12,500)	(12,327)	(173)	1% (14)
(15)	\$0	(\$1,704)		\$1,704			(\$12,906)	(\$14,177)	\$1,271	(9%) (15)
(16)	\$0	(\$2,587)		\$2,587			(\$11,156)	(\$13,734)	\$2,578	(19%) (16)

SCV Water - Retail
Statement of Revenues and Expenses
For the 4th Period Ending 10.31.20

(in \$000)

	Current Period			Year-to-Date			
	(A) Actual	(B) Budget	(C) Variance	(D) Actual	(E) Budget	(F) Variance	(G) Percent
	Operating Revenues						
(1)	\$5,291	\$8,214	(\$2,923)	\$26,294	\$35,318	(\$9,024)	(26%) (1)
(2)	79	202	(123)	239	872	(633)	(73%) (2)
(3)	<u>\$5,370</u>	<u>\$8,416</u>	<u>(\$3,046)</u>	<u>\$26,533</u>	<u>\$36,190</u>	<u>(\$9,657)</u>	<u>(27%) (3)</u>
	Nonoperating Revenue and Expenses						
(4)	1,414	2,835	(1,421)	8,357	12,111	(3,754)	(31%) (4)
(5)	560	892	(332)	2,442	3,517	(1,075)	(31%) (5)
(6)	108	286	(178)	621	986	(365)	(37%) (6)
(7)	364	885	(521)	2,335	2,745	(410)	(15%) (7)
(8)	136	268	(132)	588	907	(319)	(35%) (8)
(9)	12	153	(141)	170	462	(292)	(63%) (9)
(10)	407	803	(396)	1,746	2,830	(1,084)	(38%) (10)
(11)	<u>3,001</u>	<u>6,122</u>	<u>(3,121)</u>	<u>\$16,258</u>	<u>\$23,558</u>	<u>(\$7,299)</u>	<u>(31%) (11)</u>
(12)	<u>\$2,369</u>	<u>\$2,294</u>	<u>\$75</u>	<u>\$10,275</u>	<u>\$12,632</u>	<u>(\$2,358)</u>	<u>(19%) (12)</u>
	Total Operating Revenue Over/(Under) Operating Expenses						
(13)	32	136	(104)	257	272	(15)	(6%) (13)
(14)	(330)	(778)	448	(990)	(1,768)	778	(44%) (14)
(15)	(700)	(9,142)	8,442	(2,156)	(13,195)	11,039	(84%) (15)
(16)	<u>(998)</u>	<u>(9,784)</u>	<u>8,786</u>	<u>(2,889)</u>	<u>(14,691)</u>	<u>11,802</u>	<u>(80%) (16)</u>
(17)	<u>\$1,371</u>	<u>(\$7,490)</u>	<u>\$8,861</u>	<u>\$7,386</u>	<u>(\$2,059)</u>	<u>\$9,444</u>	<u>(459%) (17)</u>

Large Disbursement Check Registers

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SCV Water - Regional Division

Ten Largest Disbursements

From: Sep 1, 2020 to Sep 30, 2020

No.	Vendor Name	Check Number	Check Date	Description	Amount
	DEPARTMENT OF WATER RESOURCES	44031	09/18/2020	JULY 2020 VARIABLE	1,098,470.00
1	DEPARTMENT OF WATER RESOURCES				1,098,470.00
	EVOQUA WATER TECHNOLOGIES, LLC.	43990	09/04/2020	PFAS GROUNDWATER TREATMENT PROJECT- N WELLS - PROGRESS PAYMENT #5N THRU 6/30/20	399,295.50
				PFAS GROUNDWATER TREATMENT PROJECT- N WELLS - PROGRESS PAYMENT #5N RETENTION TRUST	-19,964.78
2	EVOQUA WATER TECHNOLOGIES, LLC.				379,330.72
	SOUTHERN CALIFORNIA EDISON	43969	09/03/2020	BOUQUET PM 7/21-8/19	14.90
				CAMP PLENTY TURNOUT	26.82
				EARL SCHMIDT FILTRATION PLANT PUMP STATION 7/1-7/30	9,428.03
				EARL SCHMIDT FILTRATION PLANT PUMP STATION 7/1-7/30	7,165.13
				EARL SCHMIDT INTAKE PUMP STATION SRVC 7/1-7/30	642.61
				HONBY PM 7/1-7/30	14.65
				HONBY PS 7/1-7/30	44.13
				LAKE HUGHES PM	19.32
				LOWER MESA PM 7/1-7/30	56.46
				N-2 TURNOUT 7/1-7/30	119.86
				NEWHALL RANCH RD PM	13.03
				RECH20 METER 7/1-7/29	5,777.85
				RECH20 RESERVOIR 7/1-7/30	28.98
				RIO VISTA INTAKE PUMP STATION SERVICE 7/1-7/29	104,915.42
				RIO VISTA WATER TREATMENT PLANT GATE 7/1-7/30	91.29
				SAUGUS1WELL 7/1-7/10	-348.75
				SAUGUS1WELL 7/10-8/10	10,508.04
				SAUGUS2WELL 7/1-7/30	9,501.17
				SC LOW VOLTAGE PM	11.78
				SC11 TURNOUT 7/1-7/30	28.73
				SC7 TURNOUT 7/15-8/13	56.73
				SAND CANYON PUMP STATION 7/1-7/30	115,312.47
				SAND CANYON RESERVOIR 7/1-7/30	187.29
				SUMMIT CIR 7/1-7/27	15.39
				SUMMIT CIR 7/1-8/24	502.23
				SUMMIT CIR 7/1-7/24	842.29
				V-8 MCBEAN 7/1-7/30	14.81
3	SOUTHERN CALIFORNIA EDISON				264,990.66

SCV Water - Regional Division

Ten Largest Disbursements

From: Sep 1, 2020 to Sep 30, 2020

No.	Vendor Name	Check Number	Check Date	Description	Amount
	EVOQUA WATER TECHNOLOGIES, LLC.	43989	09/04/2020	PFAS GROUNDWATER TREATMENT PROJECT- N WELLS - PROGRESS PAYMENT #4N THRU 6/30/20	271,806.58
				PFAS GROUNDWATER TREATMENT PROJECT- N WELLS - PROGRESS PAYMENT #4N RETENTION TRUST	-13,590.33
4	EVOQUA WATER TECHNOLOGIES, LLC.				258,216.25
	EMTEC CONSULTING SERVICES, LLC	43934	09/03/2020	FINANCIAL MANAGEMENT SYSTEM & IMPLEMENTATION SERVICES	190,215.00
5	EMTEC CONSULTING SERVICES, LLC				190,215.00
	EVOQUA WATER TECHNOLOGIES, LLC.	43991	09/04/2020	PFAS GROUNDWATER TREATMENT PROJECT- N WELLS - PROGRESS PAYMENT #4Q THRU 6/30/20	117,456.92
				PFAS GROUNDWATER TREATMENT PROJECT- N WELLS - PROGRESS PAYMENT #4Q RETENTION TRUST	-5,872.85
6	EVOQUA WATER TECHNOLOGIES, LLC.				111,584.07
	GOLDMAN SACHS RENEWABLE POWER OPER	44101	09/18/2020	AUG 2020 SERVICES - SCWD	40,243.51
				AUG 2020 SERVICES	40,243.53
7	GOLDMAN SACHS RENEWABLE POWER OPER				80,487.04
	VALI COOPER & ASSOCIATES, INC.	44115	09/18/2020	ON-CALL CM AND INSPECTION SERVICES	78,004.95
8	VALI COOPER & ASSOCIATES, INC.				78,004.95
	SYSTEMS & SOFTWARE	44003	09/04/2020	ENQUESTA UPGRADE	73,971.00
9	SYSTEMS & SOFTWARE				73,971.00
	GSI WATER SOLUTIONS, INC.	44043	09/18/2020	ENGINEERING/HYDROGEOLOGY SVCS FOR SCR V EAST SUBBASIN GSP DEVELOPMENT	70,346.47
10	GSI WATER SOLUTIONS, INC.				70,346.47
Summary					2,605,616.16
Summary-All Checks Issued During Sept 2020					3,659,531.96
Largest Ten Vendor Payments as Compared to Total					71%

SCV Water
 Newhall Water Division
 Ten Largest Disbursements
 From: September 1, 2020 to September 30, 2020

No.	Vendor Name	Check Number	Check Date	Description	Amount
1	SCV WATER	114720	09/10/2020	PURCHASED WATER 8/20	213,993.78
				PURCHASED WATER 8/20 - SAUGUS WELL # 1 & 2	15,583.90
				FIXED WATER CHARGE 8/20	132,653.94
				LAB FEES 8/20	971.00
1 SCV WATER					363,202.62
2	EDISON	114772	09/24/2020	A/C # 2-40-708-3856 9/20	128,637.93
				A/C # 2-42-100-2007 8/20	1,360.41
				A/C # 2-40-708-3344 8/20	26,151.92
2 EDISON					156,150.26
3	CORE & MAIN LP	114707	09/10/2020	(120) 3/4" MASTER METER, (10) 1-1/2" MASTER METER	32,458.11
				3 CORE & MAIN LP	
4	D&H WATER SYSTEMS	114768	09/24/2020	(1) GENERATION CELL REPLACEMENT - NDF 300-1106	32,288.04
				4 D&H WATER SYSTEMS	
5	FAMCON PIPE AND SUPPLY INC	114691	09/03/2020	(453') 12" MJ X TJ PIPE, (67) 12" JOINT GASKET 300-1090	29,949.95
				5 FAMCON PIPE AND SUPPLY INC	
6	CORE & MAIN LP	114767	09/24/2020	PIPE & MATERIALS FOR RIDGE ROUTE 300-1079	18,560.47
				(12) BL09 METERS	3,485.12
				INVENTORY	5,514.35
				(12) HYDRANT 8-HOLE RISER	1,057.63
				(48) 6" 8-HOLE BOLT KIT, (40) 6" 6-HOLE BOLT SET	954.49
6 CORE & MAIN LP					29,572.06
7	CORE & MAIN LP	114735	09/18/2020	(4) STOP WRENCH, (4) CURB STOP, (2) COMBO WRENCH	1,612.76
				(50) 1" AIR RELEASE VALVES, (30) 2" AIR RELEASE VALVES	25,903.76
7 CORE & MAIN LP					27,516.52
8	AES WATER INC	114760	09/24/2020	(1) VL80 SINGLE SEISMIC VALVE CONTROLLER - NEWHALL TANK 300-1084	27,157.05
				8 AES WATER INC	
9	DELTA MOTOR COMPANY INC	114769	09/24/2020	(1) MOTOR - NEWHALL WELL # 13 300-1111	13,377.50
				(1) SPARE MOTOR - NEWHALL WELL # 13 300-1111	13,562.00
9 DELTA MOTOR COMPANY INC					26,939.50
10	ROSEMOUNT INC	114779	09/24/2020	RESTOCK ROSEMOUNT 2088 GAGES & PRESSURE TRANSMITTER	22,330.88
10 ROSEMOUNT INC					22,330.88
Summary - Largest Ten Checks Paid During September 2020					747,564.99
Summary - All Checks Issued During September 2020					918,071.04
Largest Ten Vendor Payments as Compared to Total					81%

SCV WATER
Santa Clarita Water Division
Ten Largest Disbursements
From: September 1, 2020 to September 30, 2020

#	Vendor Name	Check Number	Check Date	Transaction Description	Transaction Amount
	SANTA CLARITA VALLEY WATER AGENCY	95295	9/9/2020	AUGUST FIXED	\$667,967.89
				AUGUST SAUGUS	\$42,500.00
				AUGUST VARIABLE	\$676,097.04
1	SANTA CLARITA VALLEY WATER AGENCY				\$1,386,564.93
	SANTA CLARITA VALLEY WATER AGENCY	95338	9/23/2020	#1 EQUATION TECH	\$1,620.00
				#10 LUHDORFF/SCALMANI	\$6,574.37
				#11 NOSSAMAN I#510965	\$45,887.13
				#12 GLODMAN SACHS/SUNPOWER	\$12,007.86
				#13 EMTEC I#9157110	\$18,000.00
				#14 DLT I#S1488967	\$4,677.65
				#2 EMTEC INV# 9156857	\$5,706.45
				#3 AAC INV# SCVWS2006	\$900.00
				#4 NOSSAMAN	\$60,669.19
				#5 GOLDMAN SACHS/SUNPOWER	\$40,607.38
				#6 WAXIE INV#79071555	\$127.87
				#7 ACWA/IPIA I#072920	\$29,406.79
				#8 EQUATION I#22954	\$3,780.00
				#9 LUHDORFF/SCALMANIN	\$553.12
				CALPERS - 18/19	\$20,893.83
				CALPERS - EE	(\$88.79)
				CALPERS - ER	(\$8,250.55)
				CALPERS - PEPPRA EE	(\$325.22)
				FY18/19 BALANCE CORRECTION	(\$0.01)
				OFFICE SUPPLIES-PINE STREET CREDIT	(\$64.59)
				OFFICE SUPPLIES	\$118.00
				OFFICE SUPPLIES-PINE STREET	\$222.11
				OFFICE/KITCHEN SUPPLIES	\$650.81
				PARTS & MATERIALS	\$368.33
				PAYCHEX INVOICES	\$153.03
				PRTS HYDRAULIC PRESS	\$229.39
				RAGS WAREHOUSE/CLEAN	\$45.96
				RECLASS EMTEC 9156857	\$634.05
				RECLASS EMTEC 9156989	\$634.05
				REGIONAL P CARD JUNE 20	(\$290.18)
				SOFTWARE MAPS/TABLETS	\$50.00
				TOOLS UNIT 5	\$654.76
				WATER JUGS - S TRUCKS	\$386.10
				WORKING LUNCH-INVENTORY	\$42.18
2	SANTA CLARITA VALLEY WATER AGENCY				\$246,581.07
	SO. CALIFORNIA EDISON CO.	95257	09/02/2020	ACCOUNT 7457 JULY 20	\$216,540.99
3	SO. CALIFORNIA EDISON CO.				\$216,540.99
	SANTA CLARITA VALLEY WATER AGENCY	95297	09/09/2020	7/20 ALLOCATION-BUILDINGS & GROUNDS	\$2,075.00
				7/20 ALLOCATION -DUES & MEMBERSHIPS	\$3,499.00
				7/20 ALLOCATION-FUEL	\$2,499.00
				7/20 ALLOCATION- OFFICE EQUIPMENT	\$1,017.00
				7/20 ALLOCATION- SAFETY	\$27,500.00
				7/20 ALLOCATION -TECHNOLOGY SERVICE	\$86,645.00
				7/20 ALLOCATION -VEHICLE MAINTENANCE	\$10,557.00
4	SANTA CLARITA VALLEY WATER AGENCY				\$133,792.00
	SO. CALIFORNIA EDISON CO.	95256	09/02/2020	ACCOUNT 4652 JULY 20	\$96,900.83
5	SO. CALIFORNIA EDISON CO.				\$96,900.83
	CORE & MAIN LP	95231	09/02/2020	1 1/2" BALL VALVE	\$192.17
				1" ARI PLASTIC AIR VAC	\$11,085.78
				1" BALL ANGLE STOP X CTS	\$2,699.83
				1" BRASS PIPE PLUG	\$134.47
				1" CORP X CTS PJ COUPLING	\$594.59
				1" CTS PJ COUPLING	\$482.46
				1" FIP X INSTATITE IPS COUPLING	\$643.42
				1" IPS INSTATITE PIPE COUPLING	\$1,159.61

SCV WATER
Santa Clarita Water Division
Ten Largest Disbursements
From: September 1, 2020 to September 30, 2020

#	Vendor Name	Check Number	Check Date	Transaction Description	Transaction Amount
				1" MIP X CTS PJ COUPLING	\$842.27
				1" PVC, SCH 80, PIPE	\$95.27
				1" SLIP, PVC, SCH 80, COUPLING	\$72.27
				1" WELD COUPLING	\$125.27
				1" X 5" BRASS NIPPLE	\$146.29
				1" AIR VAC CAN # VCAS1424	\$3,678.44
				10" P.V.C M.L KITS (MJ AC)	\$117.31
				10" STUD AND NUT KIT	\$467.23
				10" X 1" A.C. SADDLE #202	\$275.81
				12" ML KIT	\$1,550.96
				14" DI RING	\$178.16
				14" HYMAX COUPLING	\$2,433.40
				16" FLANGE BOLT KITS	\$397.49
				16" RING GASKET	\$179.36
				16" STUD & NUT KIT C/V#21	\$588.67
				2" APEX INSERT #55	\$108.62
				2" BALL ANGLE STOP X CTS	\$1,976.53
				2" BRASS BALL VALVE	\$1,155.87
				2" BRASS ELL	\$219.83
				2" FIP BRASS COUPLING	\$173.23
				2" MIP X CTS PJ COUP	\$588.06
				2" PJ X MIP CORP # FB1100	\$1,118.17
				2" PVC AIR VAC (ARI)	\$14,817.99
				2" X 12" BRASS NIPPLE	\$185.27
				2" X 6" REPAIR CLAMP	\$357.96
				2" X CLOSE BRASS NIPPLES	\$93.69
				2" AIR VAC CAN # VCAS1830	\$1,661.07
				3" SLIP ON, CLASS 150, FL	\$206.56
				3/4" INSTATITE BALL ANGLE	\$1,637.03
				3/4" IP BRASS BALL VALVE	\$634.88
				3/4" MIP X CTS PJ COUPLING	\$355.44
				3/4" X 2 1/2" BRASS METER	\$616.49
				3/8" C.R.D. VALVE	\$3,675.35
				3/8" CRL VALVE CAL VAL	\$4,217.28
				3/8" CV FLOW CONTROL # 97	\$299.01
				4" BLUE BOLT KIT	\$256.24
				4" D.I. RING	\$49.06
				4" FLANGE BOLT KIT	\$195.52
				4" RING GASKETS	\$103.48
				4" SLIP-ON, CLASS 150, FL	\$417.63
				4" STUD & NUT KIT #211766	\$205.31
				4" WELD ELL	\$109.50
				4.P.V.M.L.KITS	\$257.27
				4" DIAPHRAGM WASHER # 70	\$191.56
				6"- 8" FLANGE BOLT KITS	\$206.82
				6" DIAPHRAM REPAIR KIT #9	\$613.59
				6" FLG GATE VALVES	\$920.12
				6" HYMAX COUPLING	\$802.85
				6" M.J. KIT	\$503.44
				6" RING GASKETS	\$171.92
				6" SDR-35 RISER PIPE	\$98.98
				6" SLIP ON, CLASS 150, FL	\$360.04
				6" X 12 1/2" 2PC AC REPAI	\$843.92
				6" X 12" VALVE SLIP CAN	\$1,389.56
				6" X 4" FLG REDUCER	\$282.50
				6" X 48" M.J. X FLG BURRY	\$282.13
				6" - 6-HOLE HYDRANT B/O B	\$183.08
				6" X 36" MJ X FLG HYDRANT	\$502.43
				6-8" BREAK-A-WAY BOLT	\$209.55

SCV WATER
Santa Clarita Water Division
Ten Largest Disbursements
From: September 1, 2020 to September 30, 2020

#	Vendor Name	Check Number	Check Date	Transaction Description	Transaction Amount
				8" FLG BUTTERFLY VALVE	\$1,124.78
				8" HYMAX COUPLING	\$580.17
				8" SEAT 100P #C2190B	\$1,653.89
				8" SLIP ON FLANGES	\$582.92
				8" STEEL PIPE (1/2")	\$806.80
				CDS6 LOWER STEM C/V# 6666	\$172.89
				CLA VALVE REPAIR	\$4,661.75
				CSM11-A2-2 # 1002302G	\$1,298.82
				MTR WSH	\$191.63
				TEFLON & GLUE	\$326.74
6	CORE & MAIN LP				\$82,795.75
	AQUA METRIC SALES CO.	95308	09/16/2020	1 1/2" OMNI T2 METER	\$2,972.04
				1" I-PERL T/R METER	\$25,933.98
				2" OMNI T2 100 CU FT METER	\$10,042.25
				3/4" I-PERI TR/PL METERS	\$36,656.22
7	AQUA METRIC SALES CO.				\$75,604.49
	CIVILTEC ENGINEERING INC.	95229	09/02/2020	CONSTRUCT NEW TANK FOR TR 53074	\$13,817.88
				CONSTRUCT NEW TANK FOR TR 53074 PO4295	\$32,833.75
				CONSTRUCT NEW TANK FOR TR 53074 (PHASE 4)	\$8,333.67
				CONSTRUCT NEW TANK FOR TR 53074 PO4652	\$19,901.50
8	CIVILTEC ENGINEERING INC.				\$74,886.80
	GRAYBAR ELECTRIC COMPANY INC.	95313	09/16/2020	MOTOR DRIVE REPLACEMENTS S-BRDS	\$50,176.00
9	GRAYBAR ELECTRIC COMPANY INC.				\$50,176.00
	RICK FRANKLIN CONSTRUCTION INC	95266	09/08/2020	ASPHALT BARNHILL ROAD	\$2,808.00
				CHERYL KELTON-ASPHALT	\$2,493.50
				ASPHALT HOT SPRNGS/ENDERLY	\$4,301.00
				PO4669 OAK CROSSING	\$970.00
				PO4669 WILLOW OAK DRIVE	\$2,909.00
				ASPHALT VARIOUS LOCATIONS	\$7,106.00
				PO4671 LOS TIGRES DRIVE	\$5,288.00
				ASPHALT VIA TERRAZA	\$7,226.00
				ASPHALT VALENCIA SERVICE LOCATION- MAGNOLIA LANE	\$1,672.00
				ASPHALT NEWHALL SERVICE LOCATION	\$2,772.00
				WHEELER ROAD ASPHALT	\$1,488.00
10	RICK FRANKLIN CONSTRUCTION INC				\$39,033.50
Summary - Largest Ten Payments Made During the Month					\$2,402,876.36
Summary - All Vendors Paid During the Month					\$2,806,084.84
Largest Ten Vendor Payments as Compared to Total Monthly Check Register					86%

SCV Water -Valencia Water Division
Ten Largest Check Disbursements
From September 1, 2020 - September 30, 2020

No.	Vendor Name	Check #	Check Date	Description	Total
1	SCV WATER	222448	9/10/2020	ALLOCATIONS-JULY LAB CHARGES AUG 2020 VARIABLE WATER AUG 2020 FIXED WATER CHARGES AUG 2020 RECYCLED WATER 07/24 - 08-23/20	24,227.00 3,771.00 532,407.79 500,676.97 40,176.39
	SCV WATER				1,101,259.15
2	EDISON CO	222446	9/10/2020	ACT 2-40-708-4979 PURCHASED POWER,AUG	216,000.25
	EDISON CO				216,000.25
3	SCV WATER	222529	9/24/2020	ADD'L JUNE 2020 DUE FROM VALENCIA	192,233.76
	SCV WATER				192,233.76
4	CORE & MAIN LP	222445	9/10/2020	(100) REG BOTTOM LOAD, (400) IMP BOTTOM REGISTERS (36) DI PIPE (15) MJ13 MTR UC83 FLANGE (10) 3/4 ANG BMV FIPXMN (50) 6X18 20GA GALV TOP SECTION WITH LID (12) FULL CIRCLE REP CLP (140) 3/4 MOTOR, (20) 1" BOTTOM LOAD REGISTERS (15) 1 1/2 MJ11 MOTOR REGISTER COVER ASSEMBLY (12) MOTOR BOX LID WRENCH, (12) 36" HOOK	61,801.80 1,807.01 10,611.37 811.94 742.42 985.11 35,218.92 7,875.62 272.84 891.02
	CORE & MAIN LP				121,018.05
5	RC BECKER & SON, INC.	222524	9/24/2020	ASPHALT REPAIR DECORO/BLUERIDGE	94,781.50
	RC BECKER & SON, INC.				94,781.50
6	RICK FRANKLIN CONSTRUCTION INC	222490	9/18/2020	ASPHALT REPAIR APPURTENANCE IMPROVEMENT ASPHALT REPAIRS COMMERCE CTR TANK 1 & 2 300-6732 ASPHALT REPAIR CARRIZO DRIVE ASPHALT REPAIR MENDOZA DRIVE ASPHALT REPAIRS, VARIOUS LOCS ASPHALT REPAIR DEODAR & BOXWOOD LANE ASPHALT REPAIRS 25323 VIA DONA CHRISTA ASPHALT REPAIRS 27802 CROOKSHANK ASPHALT REPAIRS 27032 LAS MANANITAS DR ASPHALT REPAIRS WALMART THE OLD ROAD	5,640.00 18,081.00 6,528.00 6,087.00 11,044.50 9,522.00 7,924.50 9,223.00 9,868.00 9,859.00
	RICK FRANKLIN CONSTRUCTION INC				93,777.00
7	KENNEDY/JENKS CONSTRUCTION	222481	9/18/2020	PROFESSIONAL SERVICES - PETERSEN TANKS	34,317.50
	KENNEDY/JENKS CONSTRUCTION				34,317.50
8	CORE & MAIN LP	222460	9/18/2020	(20) MET STOP (1) 6-HOLE HYDRANT (2) HYMAX FLIP CPLG (10) PVC, (500) RUBBER WASHER, (10) ANG BMV (2) 8-HOLE RISER, (2) 6X10 RISER (100) MASTMETER, (400) BOTTOM LOAD REGISTER (288) DRYTECH GRANULAR CHLORINE (100) HEX NUTS, (100) FLAT WASHER, (100) HEAD BOLT (10) PVC, (500) RUBBER WASHER, (10) ANG BMV	2,397.62 1,657.09 2,433.40 1,151.39 387.06 19,414.36 5,440.32 849.72 60.23
	CORE & MAIN LP				33,791.19
9	FILIPPIN ENGINEERING	222468	9/18/2020	PROFESSIONAL SERVICES JUNE MISSION VLG	31,682.50
	FILIPPIN ENGINEERING				31,682.50
10	CANNON CORP	222458	9/18/2020	PROFESSIONAL SERVICES MISSION VLG PROFESSIONAL SERVICES MAY, MISSION VLG PROFESSIONAL SERVICES, JUNE MISSION VLG	4,255.00 18,535.00 4,610.00
	CANNON CORP				27,400.00

Summary - Largest Ten Checks Paid During September 2020 1,946,260.90

Summary - All Checks Issued in September 2020 2,271,066.05

Largest Ten Vendor Payments as Compared to Total 86%

Director Stipends

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Director Reimbursements

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CA Govt. Code Section 53065.5

List of Reimbursement for "Individual Charges" = \$100 or more

Annual Disclosure for Fiscal Year 20/21 AP Transactions Updated as of: 9/30/2020

P-Card (VISA) Transactions Updated as of: 8/31/2020 - **Aug P-Card transactions affect Sept cash.

DIRECTORS

Date of Reimbursement	Recipient of Reimbursement	Reason for Reimbursement	Amount of Reimbursement
08/21/20	Gladbach, Edward	NWRA Westertn Water Table Talk, Series, 8/6-9/17/20 - Registration	350.00
			350.00

** No July Transactions**

Investment Reports

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Regional Division
Cash and Investment Summary
10/31/20

	Balance	Percent of Total	Average Remaining Life Days	Weighted Average Yield
<u>Agency Funds</u>				
Cash & Sweep Account	\$ 14,142,161	8.78%	-	0.250%
LAIF - Regional (excludes Retail Divisions)	41,973,295	26.05%	-	1.648%
LACPIF	67,071,160	41.61%	-	1.890%
State and Local Agencies	7,494,893	4.65%	1,210	2.691%
Federal Agencies	22,500,000	13.96%	1,155	0.653%
Total Agency	<u>153,181,509</u>			
<u>Capital Improvement Project Funds</u>				
Cash & Sweep Account	\$ 4,723,592	2.93%	-	0.250%
LAIF	3,251,445	2.02%	-	1.648%
Total CIP	<u>7,975,037</u>			
Total Cash and Investment	<u>\$ 161,156,546</u>	<u>100.00%</u>		1.495%

Restricted State Water Project Cash / Invest: 64,879,067 Included in totals above.

I certify that all investment actions executed since the last investment report have been made in full compliance with the Investment Policy as adopted by the Board of Directors, and that the Agency will meet its expenditure obligations for the next 6 months as required by Government Code Section 53646(b)(2) and (3), respectively.

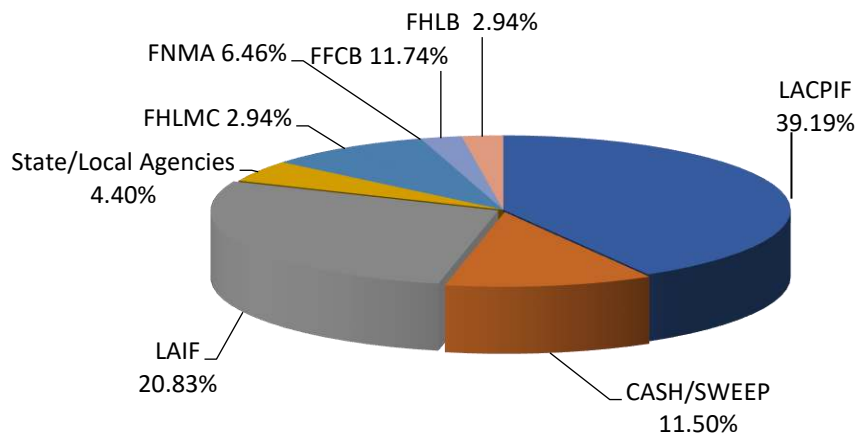


Rochelle Patterson
Treasurer/Director of Finance & Administration



Amy Aguer
Controller

Cash and Investments



FHLMC-FREDDIE MAC
FNMA-FANNIE MAE
FHLB-FEDERAL HOME

10/31/20

Regional Division General Funds Invested:

<u>Description</u>	<u>Cost</u>	<u>Rate</u>	<u>Yield</u>	<u>Purchase Date</u>	<u>Maturity Date</u>	<u>Life Days</u>	<u>Rem. Days</u>	<u>Average Interest</u>
State and Local Agency Investment Portfolio - BNY Wells Fargo records these at Par value								
State of California GO Bonds	1,946,780	2.250%	2.862%	01/25/19	10/01/23	1710	1065	43,803
Semitropic Improvement District	1,302,045	2.262%	2.262%	10/30/19	12/01/23	1493	1126	29,452
State of California GO Bonds	3,098,130	3.000%	3.000%	05/28/19	04/01/24	1770	1248	92,944
San Diego Successor Agency	1,147,938	3.000%	2.052%	10/23/19	09/01/24	1775	1401	34,438
	<u>\$ 7,494,893</u>						<u>4840</u>	<u>200,637</u>
		Weighted Avg Yield	<u>2.691%</u>			Avg Remaining Life	<u>1,210</u>	Days

Federal Government Agency Investment Portfolio

FHLMC - WF - Calledf 10/30/20	3,750,000	0.500%	0.500%	04/29/20	01/30/23	1006	821	18,750 #
FHLMC - WF	3,750,000	0.500%	0.500%	04/29/20	04/28/23	1094	909	18,750 #
FHLMC - WF - Calledf 10/30/20	3,750,000	0.625%	0.625%	04/30/20	10/30/23	1278	1094	23,438 #
FHLB - WF	3,750,000	0.740%	0.740%	04/29/20	04/29/24	1461	1276	27,750 #
FFCB - WF	3,750,000	0.680%	0.680%	05/06/20	05/06/24	1461	1283	25,500 #
FHLMC - WF	3,750,000	0.875%	0.875%	04/28/20	01/27/25	1735	1549	32,813 #
	<u>\$ 22,500,000</u>						<u>6932</u>	<u>147,000</u>
# Callable		Weighted Avg Yield	<u>0.653%</u>			Avg Remaining Life	<u>1,155</u>	Days

Newhall Water Division
Cash and Investment Summary
As of September 30, 2020

<u>Operating and Reserve Funds</u>	Balance	Percent of Total	Average Remaining Life Days	Weighted Avg. Yield
Cash & Sweep Account	\$ 2,015,565	19.51%		0.01%
LAIF	5,794,908	56.10%		0.69%
UBS Certificates of Deposit	2,520,000	24.39%	502	2.09%
Total	\$ 10,330,473	100.00%		
Total Cash and Investment	\$ 10,330,473	100.00%		

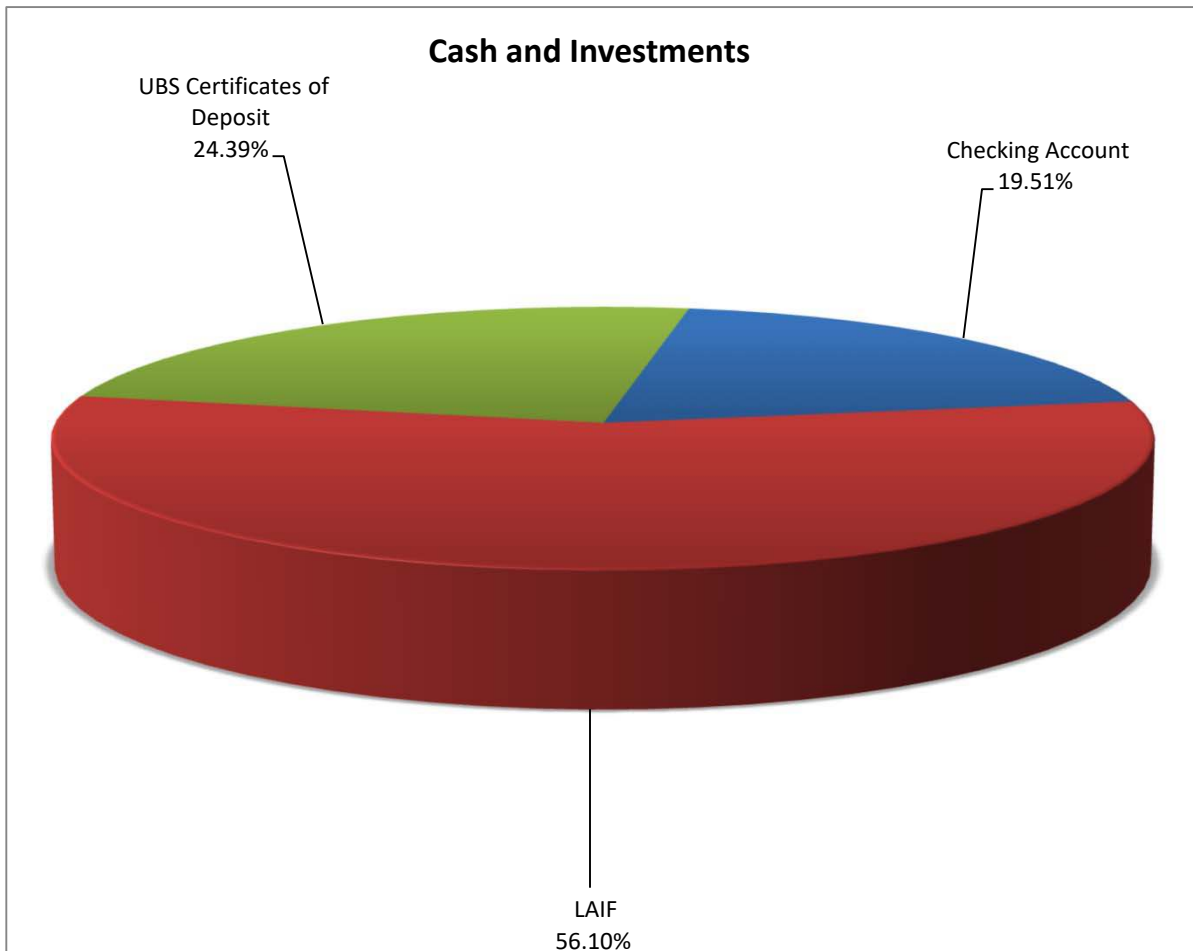


Rochelle Patterson
Director of Finance and Administration/Treasurer



Amy Aguer
Controller

I certify that the investments of the Newhall Water Division are in compliance with the Investment Policy as adopted by the Board of Directors, and that the Division has the ability to meet the expenditure requirements for the next 6 months.



NEWHALL WATER DIVISION
As of September 30, 2020

<u>Description</u>	<u>Rate</u>	<u>Yield</u>	<u>Market Value</u>
Wells Fargo Bank Cash & Sweep	0.01%	0.01%	\$ 2,015,565
Local Agency Investment Fund (LAIF)	0.69%	0.69%	5,794,908
			<u>\$ 7,810,473</u>

<u>Description</u>	<u>Par</u>	<u>Rate</u>	<u>Yield</u>	<u>Purchase Date</u>	<u>Maturity Date</u>	<u>Average Remaining Days</u>	<u>Average Interest</u>
<u>UBS Certificates of Deposit</u>							
MUFG Union Bank NA CA US	200,000	2.85%	2.85%	10/11/18	10/16/20	15	5,700
BMW Bank UT US	200,000	2.20%	2.20%	10/29/15	10/16/20	15	4,400
Compass Bank AL US	200,000	2.95%	2.95%	10/11/18	10/19/20	18	5,900
American Express C UT US	200,000	2.25%	2.25%	10/29/15	11/04/20	34	4,500
Capital One Bank VA US	200,000	2.15%	2.15%	10/29/15	11/04/20	181	4,300
World's Foremost B NE US	200,000	1.80%	1.80%	03/24/16	03/31/21	181	3,600
Popular Bank NY US	75,000	1.34%	1.34%	04/01/20	10/07/21	370	1,005
Wells Fargo Bank NA SD US	200,000	1.75%	1.75%	10/27/16	11/02/21	397	3,500
State Bank of India NY US	200,000	2.25%	2.25%	01/30/17	02/09/22	496	4,500
Goldman Sachs Bank NY US	200,000	2.35%	2.35%	10/24/17	11/01/22	761	4,700
Synchrony Bank UT US	200,000	1.28%	1.28%	04/13/20	04/17/20	928	2,560
Sallie Mae Bank UT US	200,000	1.95%	1.95%	11/22/19	11/20/24	1,510	3,900
Morgan Stanley PRI NY US	245,000	1.64%	1.64%	04/01/20	03/05/25	1,616	4,018
	<u>\$ 2,520,000</u>					<u>502</u>	<u>\$ 52,583</u>

NWD Total Cash and Investments

10,330,473

SCV Water
 Santa Clarita Water Division
 Cash and Investment Summary
 As of September 30, 2020

SCWD*	Balance	Percent of Total	Maximum Concentration Allowed	Average Remaining Life Days	Weighted Avg. Yield
Retail Division Cash and Sweep	11,415,225	22.30%	n/a		0.01%
Wells Fargo Government I 1751 MMF	19,760,734	38.59%	10%		0.01%
LAIF	15,020,459	29.34%	State Max	-	0.69%
California State Taxable Municipal Bond	1,500,000	2.93%	30%	32	2.30%
Wells Fargo Certificates of Deposit	3,500,000	6.84%	30%	246	2.40%
Total	51,196,417	100.00%			
Total Cash and Investment**	51,196,417	100.00%			

* See SCWD Portfolio on next page for detailed descriptions.

** Total for SCWD includes estimated \$2,592,406 in refundable Developer Deposits.

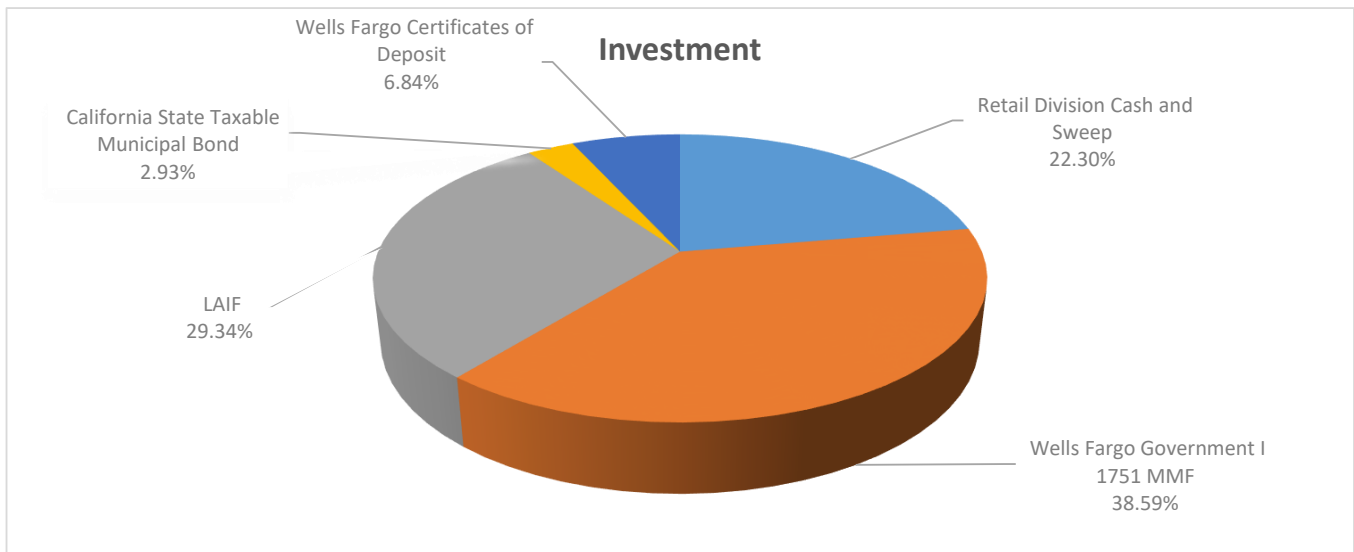
I certify that the investments of the Santa Clarita Water Division are in compliance with the Investment Policy as adopted by the Board of Directors, and that the Division has the ability to meet the expenditure requirements for the next 6 months.



Rochelle Patterson
 Director of Finance and Administration/Treasurer



Elizabeth Ho
 Accounting Manager



SCV Water
Santa Clarita Water Division
Cash and Investment Summary
As of September 30, 2020

<u>Description</u>	<u>Balance</u>	<u>Rate</u>	<u>Yield</u>
Cash and Sweep (Cash in Bank)	11,415,225	0.01%	0.01%
Local Agency Investment Fund (LAIF)	15,020,459	0.69%	0.69%
Wells Fargo Government I			
1751 Money Market Fund (MMF)	19,760,734	0.01%	0.01%
	46,196,417		

<u>Description</u>	<u>Par</u>	<u>Rate</u>	<u>Yield</u>	<u>Purchase Date</u>	<u>Maturity Date</u>	<u>Life Days</u>	<u>Remaining Days</u>	<u>Average Interest</u>
California State Taxable Municipal Bond	1,500,000	2.30%	2.30%	1/29/2018	10/1/2020	976	32	\$ 34,500
	1,500,000						32	\$ 34,500

Note: Cash and Sweep, LAIF and Wells Fargo Money Market Fund are liquid investments.

<u>Description</u>	<u>Par</u>	<u>Rate</u>	<u>Yield</u>	<u>Purchase Date</u>	<u>Maturity Date</u>	<u>Life Days</u>	<u>Remaining Days</u>	<u>Average Interest</u>
<u>Wells Fargo Certificates of Deposit</u>								
Capital One Bank USA, NA	250,000	1.85%	1.85%	12/07/16	12/07/20	556	68	4,625
Pinnacle Bank TN	250,000	3.05%	3.05%	12/14/18	12/14/20	563	75	7,625
Mercantile Commerce Bank	250,000	1.90%	1.90%	12/16/16	12/16/20	565	77	4,750
Ally Bank	250,000	2.15%	2.15%	12/21/17	12/21/20	570	82	5,375
Morgan Stanley Bank	250,000	2.15%	2.15%	12/21/17	12/21/20	570	82	5,375
Merrick Bank	250,000	2.25%	2.25%	01/30/18	01/29/21	609	121	5,625
Eagle Bank	250,000	2.85%	2.85%	09/07/18	03/08/21	647	159	7,125
Enerbank USA	250,000	2.40%	2.40%	04/12/19	04/12/21	682	194	6,000
Synovus Bank GA	250,000	2.40%	2.40%	04/17/19	04/16/21	686	201	6,000
Century Next Bank	250,000	2.40%	2.40%	04/24/19	04/23/21	693	205	6,000
First Internet Bank	250,000	2.20%	2.20%	12/18/17	12/17/21	931	443	5,500
Sally Mae Bank/Salt Lke	250,000	2.60%	2.60%	04/10/19	04/11/22	1,046	558	6,500
American Express Bank FSB	250,000	2.35%	2.35%	05/03/17	05/03/22	1,068	580	5,875
Citibank	250,000	3.00%	3.00%	05/16/18	05/23/22	1,088	600	7,500
	3,500,000						246	\$ 83,875

SCWD Total Cash and Investments **51,196,417**

**SCV WATER
Valencia Water Division
As of September 30, 2020
Investment Report**

	Current Balance	Percent of Total	Average Remaining Life Days	Weighted Average Yield
Wells Fargo Cash and Sweep	\$10,655,818	47.4%	n/a	0.01%
LAIF	\$7,845,957	34.9%	n/a	0.69%
Certificates of Deposit	\$1,000,000	4.4%	542	2.29%
US Treasury Bill	\$2,000,000	8.9%	282	2.56%
Federal Bonds	\$1,000,000	4.4%	1059	1.67%
Total Cash and Investment**	<u>\$22,501,775</u>	<u>100.0%</u>		

** Total for VWD includes estimated \$2,686,699 in refundable Developer Deposits.

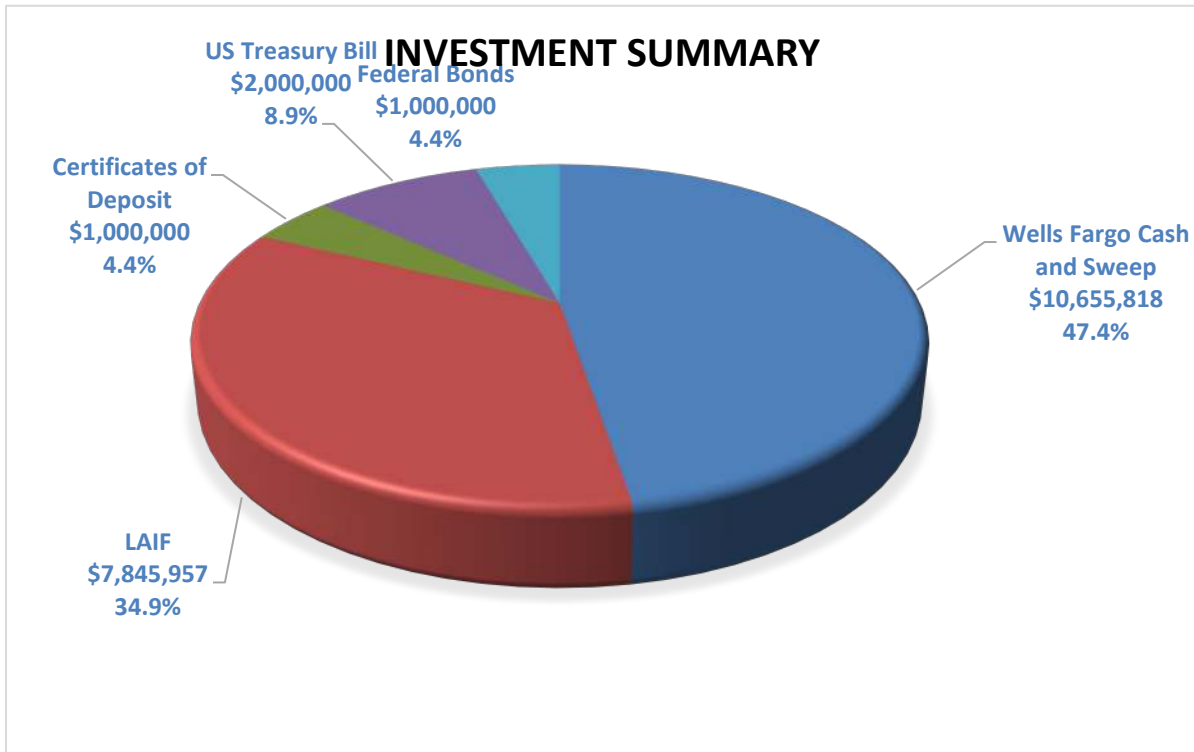
I certify that the investments of the Valencia Water Division are in compliance with the Investment Policy as adopted by the Board of Directors, and that the Division has the ability to meet the expenditure requirement for the next 6 months.



Rochelle Patterson
Director of Finance and Administration, Treasurer



Elizabeth Ho
Accounting Manager



SCV WATER
Valencia Water Division
Cash and Investment Summary
As of September 30, 2020

Description	Balance	Rate	Yield			GASB 72 Fair Value Hierarchy	
Wells Fargo Cash and Sweep	10,655,818	0.01%	0.01%			2	
Local Agency Investment Fund (LAIF)	7,845,957	0.69%	0.69%			2	
	<u>18,501,775</u>						

Description	Par	Rate	Yield	Purchase Date	Maturity Date	Life Days	Remaining Days	Average Interest	GASB 72 Fair Value Hierarchy
Certificates of Deposit									
							9/30/2020		
Stearns Bank NA	250,000	2.950%	2.950%	7/6/2018	7/6/2021	1096	279	7,375	1
WEX Bank Midvale Utah	250,000	1.500%	1.500%	3/9/2020	3/9/2022	730	525	3,750	1
Comenity Capital Bank	250,000	3.150%	3.150%	7/16/2018	7/18/2022	1463	656	7,875	1
Live Oak Bkg Co	250,000	1.550%	1.550%	3/6/2020	9/6/2022	914	706	3,875	1
	<u>1,000,000</u>						<u>542</u>	<u>22,875</u>	
Federal Bonds									
Federal Home Loan Bank	1,000,000	1.670%	1.670%	2/25/2020	8/25/2023	1277	1059	16,700	1
	<u>1,000,000</u>						<u>1059</u>	<u>16,700</u>	
US Treasury Bill									
United States Treasury Note	1,000,000	2.500%	2.500%	2/12/2019	1/31/2021	719	123	25,000	1
United States Treasury Note	1,000,000	2.625%	2.625%	12/17/2018	12/15/2021	1094	441	26,250	1
	<u>2,000,000</u>						<u>282</u>	<u>51,250</u>	
VWD Total Cash and Investments	<u><u>\$22,501,775.00</u></u>								

GASB 72 Fair Value Hierarchy:
Level 1 - inputs are quotes prices in active markets for identical assets.
Level 2- inputs are significant other observable inputs.
Level 3 - inputs are significant unobservable inputs.

Credit Card Registers

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**SCV Water - Regional Division
Credit Card Charges
Paid in July 2020 - September 2020**

Merchant Name and Description	Total
3D AUTO DETAIL SANTA CLAR	166.81
Fleet maintenance, vehicle washing supplies.,3D Professional detailing supplies.	166.81
8870 ROYAL	4,309.56
1 inch nipple	3.85
3/4 anaconda seal tight for the Gang Box @ RVWTP	347.68
Cable Cutter	407.38
Cable ties, straps, Brady labels for Truck # I67 stock	373.99
Din Rail for shop	23.54
Fluke meter	999.19
Fuses - Truck I58 Stock	66.52
Phase Tape, Tie Wraps, Cambric Insulation - Truck I58 Stock	156.75
Power Supply for S8 well	424.95
Relays for Neptune Poly aid pump	91.54
Screwdriver set	108.71
Temp control switch, contactor, panel, dim rail SC-12	497.54
Terminal Crimp Tool - Truck I58	280.31
Test Leads, Probes - Multi Meter Leads	146.60
Truck 67 . Wire strippers, Meter hanger	74.46
Weather proof K/o seals for outdoor cabinets	226.77
Wire Markers, Fuses, Saw Blade - Truck I58 Stock	79.78
ACCESSDISPLAYGROUP	962.98
Outdoor Message Center Board for Rockefeller.	962.98
ACROBAT PRO SUBS	1,883.33
Adobe Acrobat Pro DC	1,703.45
Adobe Renewal	179.88
ADOBE ACROPRO SUBS	1,703.45
Adobe pro Licensing	1,703.45
ADOBE CAPTIVATE SUBS	101.97
Monthly for Adobe application for training development.	33.99
monthly for Adobe Captivate license. Training development application.	33.99
Monthly license fee for Adobe Captivate training development application.	33.99
ADOBE STOCK	319.96
Adobe Stock - Agency publications	79.99
Agency publications	79.99
photo stocks for publications	79.99
photos for publications	79.99
ALBERTSONS #1360	317.85
Gift card for Chris Graziano retirement gift	317.85
ALBERTSONS 1360	5.19
Snacks for vending machine	5.19
ALLIED ELECTRONICS INC	70.14
Replacement Fan - Soft Starter	70.14
AMAZON PRIME MF1O298R0	130.31
Amazon Prime Membership Renewal	130.31
AMAZON.COM	(437.99)
Fujitsu ScanSnap Scanner - Returned, not needed	(437.99)
AMAZON.COM AMZN.COM/BILL	(107.37)
Office Supplies - Pine Street - Credit	(64.59)
Refund for Dixie Forks, RVWTP Kitchen. Order 113-2371486-9359421 on 5/29 was never delivered.	(42.78)
AMAZON.COM MF2T05402	64.22
Department Envelopes for Agency mail - Kraft	64.22
AMAZON.COM MF6U41HA2 AMZN	228.86
Office stock	228.86
AMAZON.COM MF6VB3HN2 AMZN	26.16
Ink Jet Cartridges - JW/MAINT	26.16
AMAZON.COM MJ1LE8740 AMZN	64.59
Office Supplies - Pine Street	64.59
AMAZON.COM MJ22G1FK0 AMZN	63.36
Office supply	63.36
AMAZON.COM MJ4BM6BD2	167.40
Kitchen Supplies	167.40
AMAZON.COM MJ4K14IX2 AMZN	1,250.00
50 Amazon gift cards for employee birthday cards at \$25 each.	1,250.00
AMAZON.COM MJ8K72J31	209.68
Emergency Lighting.	209.68
AMAZON.COM MJ8ZM4JE2	49.83
Office Supplies	49.83
AMAZON.COM MM2A102T0	218.99
Ear piece for office use in meeting on line	218.99
AMAZON.COM MM5402SZ1	109.92
Office Supplies	109.92

SCV Water - Regional Division
Credit Card Charges
Paid in July 2020 - September 2020

Merchant Name and Description	Total
AMAZON.COM MM97Q3FY1 AMZN	63.21
Office Supplies -Pine Street	63.21
AMAZON.COM MM9B949S1	19.70
Water Treatment Tablet for Swamp cooler in warehouse	19.70
AMAZON.COM MS0U10HI1 AMZN	23.24
Pendaflex Fastener Folders - Green, RVWTP/SPLY	23.24
AMAZON.COM MS54A2A10	115.95
HP 58A Toner - CS/ACTG	115.95
AMAZON.COM MS8C834M1 AMZN	138.57
Inter-Departmental Envelopes, Yellow for Agency mail, 3 Cartons	138.57
AMAZON.COM MS8WX18W0	437.99
Fujitsu ScanSnap for Acctg - Item is being returned, not needed.	437.99
AMAZON.COM MU2827N1 AMZN	437.82
3 of 5 E-Z- Up Canopy	437.82
AMAZON.COM MU6V46A51	73.28
Office supply	73.28
AMAZON.COM MV16P1JS1	54.74
Motion Sensor Wall Switches.	54.74
AMAZON.COM MV4DZ57F1 AMZN	57.46
Expansion Envelopes - 2 Packages - EK/WR	57.46
AMAZON.COM MV6BI44G0 AMZN	652.64
EZ Up Sun Shade Canopy	652.64
AMAZON.COM MV7OB5TP1 AMZN	92.16
HP Toners for YJ/ACTG	92.16
AMAZON.COM MV8JY3C10 AMZN	230.36
Office Supplies - Pine Street	230.36
AMAZON.COM MV9UF7P02 AMZN	11.05
Smead Expanding File Wallet - JH/ADM	11.05
AMAZON.COM MV9Y38VA2 AMZN	31.24
Inter-Department Envelopes for Agency mail.	31.24
AMAZON.COM MY0TQ2KS0	19.94
SAFETY SIGNS FOR POLY MIXER	19.94
AMAZON.COM MY0W135L2	102.05
Ballpoint Pens, Blue and Black, File Folders, Letter Size - AJ/MGT	102.05
AMAZON.COM MY0WL45Z2	14.04
Pilot Pens - AA/ACTG	14.04
AMAZON.COM MY1AA0RT1 AMZN	30.46
Tea - RVWTP Kitchen	30.46
AMAZON.COM MY2KR6T12	41.74
Interoffice Envelopes, Red, 1 Carton for SPLY	41.74
AMAZON.COM MY2LC2EK0	5.93
Refill Erasers - LM/ACTG	5.93
AMAZON.COM MY33R64X1	32.82
Timer for Poly mixer at Rio Vista Chemical building	32.82
AMAZON.COM MY3AF8JE1	12.03
Hanging File Folders, Legal Size - EK/WR	12.03
AMAZON.COM MY4C13572	55.59
File Folders, Legal Size - LM/ACTG	55.59
AMAZON.COM MY62X4W50 AMZN	110.07
Inter-Department Envelopes, White, 1 Carton for SPLY	110.07
AMAZON.COM MY65W6NR1 AMZN	66.80
Napkin Dispenser Refill Napkins - RVWTP Kitchen	66.80
AMAZON.COM MY6PF1IE1 AMZN	64.59
Office Supplies - Pine Street	64.59
AMAZON.COM MY7V39BN2	20.52
Batteries for Agency Remotes - RH/B and G	20.52
AMAZON.COM MY84N7FH0 AMZN	18.53
File Folders, Legal Size - EK/WR	18.53
AMAZON.COM MY99M4TU0 AMZN	42.78
Dixie Forks, RVWTP Kitchen - never received. Credit given on 6/15/20 see attached	42.78
AMZN MKTP US	(29.54)
Summit Circle lamp - return	(29.54)
AMZN MKTP US AMZN.COM/BIL	(290.18)
Mini Refrigerator for Summit Circle Room - damaged, returned and re-ordered	(290.18)
AMZN MKTP US M778G2IN0	166.44
Replacement Icemaker Filter.	166.44
AMZN MKTP US MF01002Q2	220.06
Supplies - Safety CPR Training	220.06
AMZN MKTP US MF1N65FG1	91.42
Dixie Knives - 2 Cases 0 RVWTP Kitchen	91.42
AMZN MKTP US MF2OZ40R2	272.30

SCV Water - Regional Division
Credit Card Charges
Paid in July 2020 - September 2020

Merchant Name and Description	Total
Supplies Disinfecting Wipes - All locations	272.30
AMZN MKTP US MF30S29L2	621.89
Supplies - Safety CPR Training	621.89
AMZN MKTP US MF33M2HF2	21.89
Filters for Coffee Maker - RVWTP Kitchens	21.89
AMZN MKTP US MF46H2OQ2 AM	56.84
Office supply	56.84
AMZN MKTP US MF46L1MG0	58.09
Office Supplies	58.09
AMZN MKTP US MF6X64ZT0	42.69
Anti-Fatigue Mat - Front Desk	42.69
AMZN MKTP US MF7N89AA0	58.72
Office Supplies - Pine Street	58.72
AMZN MKTP US MF8P59TJ2	34.00
Office Supplies - Pine Street	34.00
AMZN MKTP US MF8VK7VS1	80.90
Office Supplies	80.90
AMZN MKTP US MJ0JU0I00	43.74
Motion Sensor Switches.	43.74
AMZN MKTP US MJ1T27521	9.53
Office Supplies - Pine Street	9.53
AMZN MKTP US MJ2CB63B1	186.10
Kneeling pads for maint.	186.10
AMZN MKTP US MJ6261412	95.00
Office Supplies - Pine Street	95.00
AMZN MKTP US MJ65O9J72	167.09
Office Supplies - Pine Street	167.09
AMZN MKTP US MJ7DV3KY0	591.00
Office Supplies - Pine Street	591.00
AMZN MKTP US MJ7H24391	3,271.68
Pole Lights for Pine Street.	3,271.68
AMZN MKTP US MJ7N98LN1	35.99
Office Supplies - Pine Street	35.99
AMZN MKTP US MM4AF9BT2	218.98
Submersible pump and float for swamp cooler in warehouse	218.98
AMZN MKTP US MM4AK1UL1 AM	61.30
Replacement Filters for the Idylis Air Purifier - ADMIN	61.30
AMZN MKTP US MM4LL00O0	19.70
Office Supplies - Pine Street	19.70
AMZN MKTP US MM4LY6HR0	28.10
Index Dividers - BL/ADM	28.10
AMZN MKTP US MM7RP4K82	54.73
spray bottles for hand sanitizer	54.73
AMZN MKTP US MM8ZG02H1	53.93
Plastic Teaspoons - RVWTP Kitchens	53.93
AMZN MKTP US MS1AM8QA2	65.65
Flashlights for ESFP Operators.	65.65
AMZN MKTP US MS1FR68A0	1,222.53
ADA Bottle Filling Station for ESFP.	1,222.53
AMZN MKTP US MS1T43492	23.64
Avery Index Markers - SPLY	23.64
AMZN MKTP US MS23O6151	30.65
Kickdown Door Stops.	30.65
AMZN MKTP US MS36P8ZG1 AM	21.89
DOOR STOPS FOR MAINT. SHOP	21.89
AMZN MKTP US MS3D21LG2	27.18
12 Tab Binder Dividers - RVWTP/SPLY	27.18
AMZN MKTP US MS47K9T30	41.56
Replacement Chainsaw Chain.	41.56
AMZN MKTP US MS6AT0UA2	26.76
Batteries for Agency Remotes - RH/B and G	26.76
AMZN MKTP US MS6NK8ZS2	295.66
Replacement Kits for HVAC Recirculation Boiler Pump.	295.66
AMZN MKTP US MS6WF8I92	19.67
Office Supplies - Pine Street	19.67
AMZN MKTP US MS7EN8B80	11.49
Wire Brushes for RVWTP Chlorine Storage Building.	11.49
AMZN MKTP US MS7TK0RK2	106.20
Kneeling pads for service techs	106.20
AMZN MKTP US MU09L34V1	21.99
Warranty for ear piece goes with order B112-83 \$218.99 for office use in meetings	21.99

SCV Water - Regional Division
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Merchant Name and Description	Total
AMZN MKTP US MU7RR0FM2	91.10
charging car adapters and cable for conference room	91.10
AMZN MKTP US MV06R2792	54.74
Office Supplies - Pine Street	54.74
AMZN MKTP US MV1PP5MS0	108.26
Restock office supply	108.26
AMZN MKTP US MV2624ZT2	11.79
Plastic Disposable Gloves - EK/WR	11.79
AMZN MKTP US MV26I7750	61.14
Dixie Forks - RVWTP Kitchen	61.14
AMZN MKTP US MV2JX3VH2	121.52
Restock office supplies	121.52
AMZN MKTP US MV6LA91B1	32.84
Automatic Shift Cable for Unit # I58.	32.84
AMZN MKTP US MV6S95WQ1	179.58
Mirror replacement for S8 also wifi adapter for Pine street warehouse computer for headset	179.58
AMZN MKTP US MV6XU5LM1	121.50
3 Gallon water cooler for crew trucks	121.50
AMZN MKTP US MV7XN2I2Z	245.73
Replacement Docking Station	245.73
AMZN MKTP US MV7ZD69Q1	511.68
Valve Repair Kits for Outdoor Drinking Fountains.	511.68
AMZN MKTP US MV87Q0OQ0	89.78
Rechargeable Ion Batter Pack.	89.78
AMZN MKTP US MV9165DZ1	34.28
Test leads for fiber optics	34.28
AMZN MKTP US MV9UI3C80	164.24
Replace TV in on call room	164.24
AMZN MKTP US MY0CR9TG0	142.34
Parts for Hydraulic Press in Shop	142.34
AMZN MKTP US MY0MR0DG1	144.18
Head sets for safety	144.18
AMZN MKTP US MY0NV43V2	37.20
Timer for Poly pump mixer	37.20
AMZN MKTP US MY0RQ1N52	41.08
Inter-Departmental Envelopes, Blue for Agency mail, 1 carton	41.08
AMZN MKTP US MY12O5OX2	26.13
Avery Paper Dividers - LM/ACTG	26.13
AMZN MKTP US MY2QT77N0	52.56
Batteries for Agency Remotes - RH/B and G	52.56
AMZN MKTP US MY54Q5TF2	19.06
Napkin Dispenser - RVWTP Kitchen	19.06
AMZN MKTP US MY65N95Y0	29.54
Desk Lamp - Summit Circle	29.54
AMZN MKTP US MY6LF8EI2	21.89
Flash Drive - BD Sec/AJ/MGT	21.89
AMZN MKTP US MY6QM8042	26.27
Wireless Headphones - CF/WR	26.27
AMZN MKTP US MY71O48Y1	22.98
Lamp for Summit Circle Room	22.98
AMZN MKTP US MY74S1NV0	481.79
6 Pack 80W LED Wall Pack, Daylight.	481.79
AMZN MKTP US MY8880GH0	215.36
Aerosol Lubricant for B/G.	215.36
AMZN MKTP US MY89B5WS2	50.32
Dixie Forks - RVWTP Kitchen	50.32
AMZN MKTP US MY8P13QT1 AM	101.86
Office Supplies - Pine Street	101.86
AMZN MKTP US MY9IC1T80	87.05
Parts for Hydraulic Press in Shop	87.05
AN FORD VALENCIA	956.83
Hub Cap - Unit# V66	50.63
HUB CAPS FOR TRUCKS 1-S23 AND 1-S6	164.80
S-38 Alternator	671.45
TRUCK TAILGATE HANDLE V-80	69.95
APPLE.COM/BILL	9.99
Bluebeam Revu app for Mike Alvord's iPad.	9.99
AQUA-FLO SUPPLY INC #3	322.53
Brass bushings, Mapp gas, copper fittings, unions.	66.00
Pump, brass unions, hose connectors, and copper pipe.	256.53
AROUND THE CLOCK	217.50

**SCV Water - Regional Division
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Merchant Name and Description	Total
Answering Service April & May 2020	217.50
ASSOCIATION OF CALIFORNI	1,400.00
ACWA 2020 Summer Virtual Conference Registration	350.00
ACWA Spring Conference Webinar - Registration - 7/29-30/2020 - M. Stone	350.00
ACWA Summer Conference - Registration - 7/29-30, 2020 - Webinar - D. Marks	350.00
ACWA Summer Conference - Registration - 7/29-30, 2020 - Webinar - S. Cole	350.00
AUTODESK INC.	50.00
Software used by Engineering and Ops field personnel to view maps on their tablets	50.00
AUTOMATIONDIRECT.COM	256.23
Power Supply 12 volt DC	170.82
powers supply 12 volt DC	85.41
AUTOZONE #4070	17.51
Shift cable kit for truck #138	17.51
AWWA.ORG	(795.00)
Rate Setting Essentials Connecting Financial Planning Symposium - Registration Credit - 4/14-16/20 - Colorado - D. Conner	(795.00)
B&H PHOTO 800-606-6969	217.98
Backpack with mount for 3D camera.	217.98
BENJAMIN MEDIA	10.00
M. Alvord continuing education units certificate.	10.00
BENNYS TIRE SERVICE	20.00
Nail in tire of truck #108 - Tire Repair.	20.00
BEST BUY 00008565	189.39
Video cables for SCADA view machines	189.39
BESTBUYCOM806104198349	258.98
Head sets for safety	258.98
BESTBUYCOM806230099741	153.27
cables for conference room media	153.27
BESTBUYCOM806243365757	109.48
Bluetooth Wireless Keyboards	109.48
BOUQUET AUTO PARTS	131.33
Washer fluid and replacement turn signal bulbs for Vehicle #162	21.87
Wind shield wipers	109.46
BOX, INC.	1,800.00
box.com for file sharing	600.00
File share	600.00
File sharing host	600.00
BROWN AND CALDWELL	200.00
Treatment Plant Operator Job Posting June 2020	200.00
BTS QUILL	1,153.03
Office and Kitchen Supplies	1,005.67
Office Supplies	147.36
CA DMV FEE	0.46
DMV Business Fee for Mobile Unit #S94	0.46
CA DTSC/BILLING	2,964.17
Whittaker Offsite - Project Management 1/2020-3/2020	2,964.17
CA TOXIC MAIN/US EPA FEE	607.50
Annual Filing eVQ Regional - EPA Rate	400.00
Annual Filing eVQ Regional - EPA Rate and Hazardous Waste Manifest Fee	207.50
CABELA'S ONLINE U.S.	96.24
Tie Down Straps for Unit # 158.	84.22
Tie Downs Straps for Unit # 158.	12.02
CABLEWHOLESALE	302.77
Cat6 Cables for SCADA panels	302.77
CALIFORNIA ASSOCIATION OF	475.00
CAPPO Conference Registration - 1/4/21-1/8/21	475.00
CALIFORNIA SPECIAL DISTRI	175.00
Virtual Workshop Rate Setting Under Prop 218 and 26 - Registration - 9/29/20 - E. Campbell	175.00
CA-NV SECTION, AWWA	200.00
Water Education Seminar Registration	125.00
Water Education Seminar registration for Elizabeth Sobczak. Three sessions @ \$25.00 each.	75.00
CANYON RADIATOR AUTO	33,274.07
Vehicle Service /Repair Unit # N61.	8,189.15
Vehicle Service/Repair Unit # I65.	385.11
Vehicle Service/Repair Unit # V71.	96.11
Vehicle Service/Repair Unit # V74, Unit # V75, Unit # V73, Unit # V75, Unit # S8, Unit # S4, Unit # S34, Unit # V83, Unit # I65.	24,603.70
CAPIO - CA ASSOCIATION OF	50.00
CAPIO Webinar Registration - Social Media 411, 6/25/20	20.00
webinar	30.00
CARLS JR 1100334	138.50
Main line on Smyth Job#VWD6785	138.50
CHECK ALL VALVE MANUFACT	484.71

**SCV Water - Regional Division
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Merchant Name and Description	Total
Check Valves - Ozone System	484.71
COSTCO DELIVERY 653	1,934.65
Office Supplies - Coffee - ESFP	39.99
Office Supplies - Non Taxable	1,245.21
Office Supplies - Non Taxable - ED Dept.	28.16
Office Supplies - Taxable	621.29
Office Supplies - Taxable, Post-It Notes, This is a duplicate charge for items on order from June 10th. Credit to come per Costco 7/6/20	70.04
Refund - This was charged on Costco Order 281966684 in June. This was a duplicate charge.	(70.04)
COSTCO WHSE #0447	94.72
Kitchen Supplies	48.76
Rags for warehouse and cleaning equipment	45.96
COSTCO WHSE #0762	71.65
Office Supplies	44.07
Office Supplies - Pine Street	27.58
COSTCO WHSE #653	436.44
Office supply	436.44
CROSS BORDER TRANS FEE	54.49
International transaction fee due to purchase from London, England, Insta360	54.49
DAPPER DANS CARWASH	176.70
Car Wash - Monthly Dues	19.95
Car Wash for S3	12.00
Car wash for Truck #S41 - Monthly Fee	15.00
Car Wash Monthly Dues	19.95
Monthly Car Wash Fee	19.95
Pool wash	29.95
Pool wash N55 6/1/20	29.95
Pool washes #N55	29.95
DISPUTE-DROPBOX J6B5VY2SJ	(119.88)
Refund for error charge	(119.88)
DISPUTE-DROPBOX ZVPNVQGRK	(119.88)
Refund for error charge	(119.88)
DNH DOMAIN HOSTING SRVCS	654.35
Annual fee for dedicated SCADA server.	599.97
Domain renewal.	28.34
Monthly domain hosting for IP	8.68
Monthly domain name hosting.	17.36
DNH SUCURI WEBSITE SECURI	29.97
Agency website maintenance	9.99
SCV Website Maintenance	19.98
DOCUSIGN	881.60
DocuSign Subscription	300.00
eSignature	40.00
eSignature - DocuSign 6/1-6/30/20	40.00
eSignature - updated for yearly term	161.60
eSignature subscription	40.00
Purchased DocuSign for the Engineering department.	300.00
DOMINO'S 8447	186.07
Yard clean up crew bonding training	186.07
DRI MINITOOL SOFTWARE	159.00
File Partition Tool for Building Servers	159.00
DROPBOX J6B5VY2SJRH5	119.88
fraud claim was opened with Wells Fargo 7/1/2020	119.88
DROPBOX ZVPNVQGRKW53	119.88
fraud claim was opened with Wells Fargo 7/1/2020	119.88
EB 2020 STRATEGY AND	(450.00)
Refund of ClearPoint Summit and Training Registration due to Covid-19	(450.00)
ECOMPRESSED AIR	394.57
50 lb. of desiccant.	394.57
EIG CONSTANTCONTACT.COM	885.00
Agency digital publication	295.00
Digital eNews	295.00
social media presence - eNews	295.00
EREPLACEMENTPARTS.COM	257.60
Vise repair # N85	257.60
FACEBK JEEQYUSJH2	1.40
GSA eNews Post	1.40
FACEBK TND77UWJH2	220.29
Social Media Presence	220.29
FACEBK YQEFQVEKH2	163.58
FaceBook - Agency online presence	163.58

**SCV Water - Regional Division
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Merchant Name and Description	Total
FASTENAL COMPANY 01CAVAE	577.12
Hardware for SCADA / UPS project	304.59
Washer & Bolts - Unit #167 stock	272.53
FEATHERS CUSTOM SIGNS	855.85
Chemicals Storage Tank Labels.	855.85
FLOSOURCE, INC.	4,391.38
Replacement Valve Actuator for ESFP.	4,391.38
FOOTHILL ELECTRIC MO	258.15
Fan Motor - Ozone PDU Cooling System	258.15
GOVERNMENT FINANCE OFFIC	245.00
Fundamentals of Local Government Budgeting Virtual Training - Registration - 9/21-23/20 - Darine Conner	245.00
GRAINGER	252.05
Hip wader boots for Chad and Allen.	252.05
GREAT AMERICAN SYRUP CO	50.00
Fill up ice bin on ice machine	50.00
HACH COMPANY	914.53
CL 17Sc rebuild kits	258.67
Hach C17 training for Michael Cole	164.26
SC 200 4 to 20 MA board for SC200 at Rio Vista CL@ room	491.60
HARBOR FREIGHT TOOLS 459	1,279.43
IMPACT AIR CHIPPER AND BOLT AIR SCRAPER	328.36
SOCKETS FOR 14 INCH AND UP SIZE BOLTS	489.38
Tarps for Scrubber parts and Box	350.38
Tie downs, bungee cords, Parts and materials for securing tarps on new chlorine scrubber system at RVWTP .	111.31
HIRSCH PIPE & SUPPLY 013	1,711.21
Drinking water filter replacement cartridges .	451.71
Filter system for drinking fountain and sink at ESFP.	562.73
Lab faucets	492.15
New water filtration system to standardize all filtration systems throughout SCVWA.	328.17
Return of water filters.	(123.55)
HOMEDEPOT.COM	403.77
Tools for S29	403.77
HYATT REGENCY VALENCIA	(1,500.00)
refund - Water Summit	(1,500.00)
IND-CONCEPTS	401.94
Ethernet adapter for Pinetree Disinfection Facility	401.94
INTERSTATE ALL BATTERY	2,145.91
Replacement Batteries for Electric Carts.	2,145.91
JIMMY DEANS	516.92
Monthly Birthday and Anniversary Celebration for March, April, May, June., and July	516.92
JIMMY DEANS BURGERS	59.68
Ave Crocker leak in Valencia	59.68
JOHNSTONE SUPPLY VALENCIA	119.21
Thermostat for the Rockefeller location.	119.21
L2G EPIC-LA 626-458-4930	10,292.80
County permit for repair on Westridge Pkwy	550.00
Permit Fee - bill to S21-300V project code not in drop down	561.00
Permit Fee SCWD 763	1,346.00
Permit Fee VWD 7630	1,683.00
Permit Fees two for VWD 7630 and one for VWD 7610	1,683.00
Ridge Route phase 2 LA CO permit	4,469.80
LAS DELICIAS	42.18
Working lunch- inventory consolidation MS, SH, JF,LT	42.18
LINE-X OF SANTA CLARITA	286.09
Sidesteps for Unit # N61	286.09
LOGMEIN GOTOMEETING	1,089.68
Go to Meeting Monthly Fee	10.00
Go to Meeting Monthly Fee	20.00
Open Voice for GoTo Meeting	298.72
open voice for GoTo meetings	392.40
Voice option for GoTo meeting	368.56
LOWES #00907	148.90
HEPA Air Purifier - ADMIN	148.90
LOWES #01510	4,227.30
Anchors	32.78
Blinds for control room	400.77
Box fan, scrub pads.	448.71
Broom, holder and dust pan for old chlorine room at RVWTP	56.29
Bug spray , all thread , nut	25.95
Corrugated Metal - Sun Shade	77.66
Disposable Gloves, Mylar Number Markers - Truck I58 supplies	32.26

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Merchant Name and Description	Total
Door stoppers	21.81
Drain cleaner/Red spray paint	17.45
Dremel tools for truck and jobs for SCVWA	171.33
Electrical work light and electrical outlet.	36.09
Epoxy superglue	32.96
Garbage disposal	119.36
Glass cleaner	9.13
Gloves, impact sockets, batteries.	263.76
Handy Box, Receptacle, Cover - Flow Meter Upgrades	28.80
Hardware, Masonry Bit - SC12 - SWGR Install	47.97
Hole Saw, File and File Handles, Grinding Wheels - Truck I58	89.60
Lazar level to adjust entrance gate at RVWTP	217.91
Material to install swamp cooler at NWD.	368.83
Parts for CDF	218.89
Pliers tools for unit# I27	21.86
Plywood	29.27
Rags in a box shop and Ozone #2 at ESFP	171.00
Receptacle, Box, Cover - Truck I58 Stock	29.73
Replacement Faucet for Edition Trailer.	43.78
Screws doorbell kit	33.90
Small Tools for Maintenance.	37.08
SPRAY PAINT PRIMER	13.10
Supplies for installing cube and counter shields	182.58
Tarp for Truck # I67	29.54
Toilet seat	25.16
Tool box	38.30
Tools - Unit# I27 - V jaw pliers	19.69
Tools for S29 and N86	350.31
Tools for Truck #I38 stock and supplies.	67.10
Tools for truck #I38 stock.	113.51
trays and buckets for ESFP chemical deliveries	37.10
TruFuel for Power Equipment	43.76
Tubing	101.53
Ugly's guide 2020 for truck N-61 and I-67, tools and Material for N-61 stock	90.56
Velcro strips and degreaser	30.13
LOWES #01972	993.37
Chlorine gallons	14.72
Electrical couplings and pvc glue.	29.92
Flashlight for work truck 81	39.40
Tool carts and all purpose plastic tubs.	343.28
Warehouse supplies	566.05
LSL CPAS	25.00
LSL GASB Update Webinar	25.00
MCMMASTER-CARR	2,552.93
10 lbs. of desiccant.	222.10
Aluminum Sheet, Hardware - SCADA/Radio UPS Backup Install	984.97
Aluminum Sheet, Hardware - SCADA/Radio UPS Install	988.94
SS union, nipples, and elbows.	181.68
Terminal Butt Splices, Heat Shrink Tubing - Truck I58 Stock	175.24
METTLER TOLEDO LLC	1,152.18
Compact Stirrer for Lab.	1,152.18
MUNICIPAL MANAGEMENT ASSO	90.00
Membership Renewal for Ari Mantis.	90.00
NAPA AUTO PARTS	2,066.37
Battery and filters for S-38	230.52
Fleet motor oil - stock Rio Vista shop supplies.	212.21
Hand tools - Unit #I37	183.70
Heave Duty Vehicle Power Starter.	1,119.50
Rubber gloves and hands free magnet.	93.02
S-38 core credit from NAPA 1 of 2 battery returns	(19.71)
Trailer axle oil seal - Unit # I102.	197.02
Windshield wipers	21.22
Windshield wipers for truck I43	28.89
NASPO	80.00
NASPO Classes for B Lytle	80.00
NEWARK US 00000075	499.53
Axial Fan for Valve Vault SC13.	60.24
Ottis wireless batteries	439.29
NEWHALL VALENCIA LOCK &	8.74
2- double sided keys	8.74
NNA SERVICES LLC	1,165.98

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Merchant Name and Description	Total
Notary Renewal Class - Registration w/ Complete Packet - 9/21/20 - Valencia - A. Jacobs	582.99
Notary Renewal Class - Registration w/ Complete Packet - 9/21/20 - Valencia - L. Quintero	582.99
OFFICE DEPOT #2263	33.92
Blue Copy Paper	33.92
OFFICEMAX/DEPOT 6391	674.91
CLOCK FOR PETE'S OFFICE	21.89
Laptop accessories, Portable hard drive for backups	290.14
Power supply for Dell laptop for Instrumentation Latitude E5530	76.64
P-touch and labels truck#67 stock	181.15
SD CARDS FOR HACH SYSTEM	105.09
OFFICESUPPLY.COM	386.10
Water Jugs for service trucks	386.10
O'REILLY AUTO PARTS 2822	133.17
A/C parts for N53 -N56	133.17
O'REILLY AUTO PARTS 2844	14.21
Shift kit assembly for truck #138.	14.21
O'REILLY AUTO PARTS 3797	68.94
Wiper Blades, Cleaning Fluids - Truck I58	68.94
PATAGONIA US	5,002.80
Face Covering - Safety	5,002.80
PATTON'S	212.87
Metal tubing	212.87
PAYPAL ASSOCIATION	269.00
Association of Water Agencies - VFD Applications on Pumps - Virtual Class Registration	28.00
Association of Water Agencies - Water Well Pump and System - Virtual Class Registration	28.00
Association of Water Agencies Educational Program	28.00
Association of Water Agencies Educational Program 7-22-2020 - Class Registration	28.00
AWA WaterWise - Keep the Water Flowing - Webinar - Registration - 6/25/20 - Directors Cooper and Gladbach	45.00
AWAVC Waterwise Virtual Field Trip - Registration - 7/23/20 - D. Marks	23.00
AWAVC Waterwise Virtual Field Trip - Registration - 7/23/20 - Director Martin	23.00
AWWA C-900 Class - Registration	38.00
Training - Keith Abercrombie - AWA / CCWUC	28.00
PAYPAL CWEMFWRKSH	(500.00)
Refund - E.Velazquez CWEMF Conference - 4/12/20-4/15/20	(500.00)
PEPBOYS STORE 808	59.05
Funnel, ATF Fluid - Truck Crane Maintenance	59.05
PIHRA	250.00
Membership Renewal for Ari Mantis.	125.00
PIHRA Renewal Membership for JoAnna Brison	125.00
PITNEY BOWES PI	194.50
Pitney Bowes Supplies for Machine	194.50
PRAXAIR DIST INC 70163	288.81
Welding supplies	228.87
wire wheel, gloves	59.94
PREMIERE GLOBAL SERVICES	10,727.93
2/20-5/19/20 SRVC	1,848.66
2/20-5/19/20 SRVC	6,823.55
5/20-6/19 service	1,357.36
6/20-7/19-SRVC	698.36
RAINHARVEST SYSTEMS LLC	646.53
Reclaimed water tags	646.53
RALPHS #0147	119.03
Supplies for Vending Machine	54.91
Vending Machine Supplies	64.12
RALPHS #0727	17.48
disinfecting wipes	17.48
REPUBLIC SERVICES TRASH	2,356.58
6/5-6/25 Service	1,027.01
7/10 Service	339.95
Roll Off Rental - July	74.49
Roll Off Rental - June	74.49
Service 7/31/20	199.76
Service August 2020	320.44
Service July 2020	320.44
S&S DONUTS BAKE SHOP IN	12.00
VWD Physical Inventory	12.00
SAFETY EMPORIUM	892.32
Safe Distance Signs.	892.32
SAMS CLUB #4824	436.63
Snacks for vending machine	183.93
Vending Machine Supplies	252.70

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Merchant Name and Description	Total
SAMS MEMBERSHIP	100.00
Membership Renewal	100.00
SAMSClub #4824	366.14
Office Supplies	116.95
Supplies for Vending Machine	162.39
Vending Machine Supplies	86.80
SANTA CLARITA VALLEY CHAM	75.00
State of the County Luncheon - Registration - 8/7/2020 - L. Plambeck	75.00
SANTA CLARITA WATER DIVIS	2,273.02
5/7-6/9/20 Service	768.17
5/7-7/7/20 Service	96.30
5/7-7/7/20 Service	96.30
6/9-7/7/20 Service	589.07
7/7-8/19/20 Service	48.15
7/7-8/7/20 Service	675.03
SHELL OIL 57443917604	43.71
Gas for agency vehicle	43.71
SIMPLY DISCOUNT FURNITURE	1,249.00
Replacement Lunch Room Furniture ESFP.	1,249.00
SMART AND FINAL 483	26.88
Snacks for vending machine	26.88
SMARTSIGN	30.59
Safety Signage	30.59
SOCIETYFORHUMANRESOURCE	219.00
Membership Renewal SHRM-Jenny Joo	219.00
SQ VINCENZO'S PIZZA SAUG	292.60
Department lunch	292.60
STAPLES DIRECT	208.13
Floor mats for SCWD	142.22
keyboard	65.91
STAR PROCESS AND CONTROL	103.44
Thermocouple Sensor - Ozone District System	103.44
STARTECH.COM	610.97
Dual monitor arms for Operations Dept.	610.97
STATE OF CALIF DMV INT SC	22.00
DMV Government Services Fee for Mobile Unit #S94	22.00
STATERBROS130	50.94
Monthly Birthday and Anniversary Celebration for March, April, May, June., and July	50.94
STORE.INSTA360	5,449.00
Purchase of 360 camera system to develop inspection and remote viewing of facilities during social distancing. Health Dept inspection, and facilities touring.	5,449.00
THE HOME DEPOT #0653	677.81
Ant bait for offices	76.43
Electrical breaker 15A for N-Well Valencia PFAS project	5.28
Emergency Lights.	54.68
GDF studs, concrete	22.33
PVC pipe for irrigation	2.37
Repair and replace broken PVC lines fittings and irrigation control box on Susan Beth Road	109.46
Shop supplies	198.70
Small parts organizer	34.97
Tapes screws	35.77
Tube cutter, TruFuel Equipment Fuel	137.82
THE HOME DEPOT #1012	33.81
Cleaner - COVID Germicidal	33.81
THE HOME DEPOT #1055	1,546.35
"Cut-off" hand tools for Truck # I67	141.26
1/2 inch liquidtight connectors	14.45
Bolts and nuts for shop	15.90
Canvas Bags, Tool Tote - Truck I58	68.84
Chain for chainsaw. was returned for REFUND	49.18
Chain for chainsaw. was returned for REFUND	(49.18)
double sided tape to install sneeze guards .	29.28
Electrical Handy Boxes, Receptacle Outlets - Flow Meter Upgrades	25.23
Filters for shop vacs	65.60
Hand Tools and Utility Fan	184.11
Paint & Supplies - Sun Shade	38.46
Paper rags for Rio Vista Maintenance Building	106.87
parts for drinking fountain installation.	112.75
PARTS FOR HYDRANT METERS	37.45
Plumbing parts for installation of filters.	69.76
RAGS IN A BOX	64.12

**SCV Water - Regional Division
Credit Card Charges
Paid in July 2020 - September 2020**

Merchant Name and Description	Total
Shop stock	107.73
Small plastic plumbing parts for ESFP - Clarifier - Turbidity analyzer.	18.92
Taps handle and drill bits for truck N-61 stock	44.80
TOOLS - SCREW DRIVER MINI SET	3.25
Tools for truck N-61 stock	21.82
Tools for Unit 5	175.16
Truck tools for N58	121.95
unit S4 tools	27.24
WHEELS FOR "CUT-OFF"	51.40
THE HOME DEPOT #6651	10.93
Canvas Zipper bag to hold and organize my PCard receipts	10.93
THE HOME DEPOT 1055	2,448.39
Brush, pole, and squirt bottles.	82.97
Files, brass fittings, flux, etc.	319.81
For Truck N61, truck used by Rio Vista as Electrician Truck: hand tools - nut drivers, pliers, sm. level, step bit, sockets, hacksaw, etc.	
Cordless tools - DeWalt Rotary	936.73
Hose, tool tote and misc parts/supplies	230.51
Shop vac filters, hose, batteries, misc parts/supplies	300.24
Tools for Unit 5	479.60
Utility Blower/Fan	98.53
THE HOME DEPOT 653	3,033.88
DeWalt battery, saw blade, flash legator socket set, drill bits,file, cordless drill	467.34
DEWALT HAND BLOWER. Mortar tools	205.36
Hands-free devices for work truck while driving and talking at the same time	96.80
NEEDED GRINDER AND BATTERY FOR POWER TOOL	249.66
Parts, materials and supplies.	459.10
Restock materials for shop	239.59
Stripper, screwdrivers, cutter, socket set, crimper,	625.63
unit S4 tools	448.56
Various Small Tools	241.84
THE UPS STORE #6401	410.44
Send meters for service	131.13
Send pipe horn for repair	105.90
Shipping AUD for warranty	173.41
THE UPS STORE #6842	109.52
Sent Hach instrument in for repair	109.52
THE WEBSTAUANT STORE	39.58
Ice Cube Scooper Sanitary Container for Ice Machine	39.58
TOMMY'S #27	114.87
BOUGHT FOOD FOR GUYS /REPLACED BROKEN GATE VALVE AT WITHERSPOON IN CASTAIC FOR FIRE SERVICE	114.87
TPX COMMUNICATIONS	1,978.79
RVWTP Service 6/16-7/15	1,000.72
RVWTP SRVC 5/16-6/15	978.07
TRACTOR SUPPLY #2264	135.74
Purchased Trailer ball and receiver hitch - Trailer Unit # I107	135.74
TWITTER ONLINE ADS	190.86
Social Media Presence	150.86
Twitter Online Ads - Agency online presence	40.00
URBANE CAFE VALENCIA 0	64.82
Lunch after Annual Physical Inventory - VWD	64.82
USPS KIOSK 0569529550	11.55
Postage for sending regulatory compliance documents	11.55
USPS PO 0569500155	13.85
Director Tom Campbells wall photo	8.70
NOA for Project 3001079	5.15
USPS PO 0569520150	7.80
Postage for sending regulatory compliance documents	7.80
USPS PO 0569520156	15.35
Sent air monitor out for repair to J.G. Tucker	15.35
VALLARTA #47 TAQUERIA EBT	74.44
Dinner- Jake's Way leak. Mike Steve's crew	74.44
VALLARTA SUPERMARKET #47	15.87
Gatorade/Drinks - Jake's Way leak. Mike Steve's crew	15.87
VALLEY INDUSTRIAL ASSOCIA	160.00
VIA State of the State - Registration - 7/7/20 - A. Jacobs	10.00
VIA State of the State - Registration - 7/7/20 - Director Cooper	10.00
VIA State of the State - Registration - 7/7/20 - Director Gladbach	10.00
VIA State of the State - Registration - 7/7/20 - Director Martin	10.00
VIA State of the State - Registration - 7/7/20 - Directors Atkins, DiPrimio, Ford, Kelly and Martin	50.00
VIA State of the State - Registration - 7/7/20 - E. Campbell	10.00
VIA State of the State - Registration - 7/7/20 - R. Patterson	10.00

**SCV Water - Regional Division
Credit Card Charges
Paid in July 2020 - September 2020**

Merchant Name and Description	Total
VIA State of the State - Registration Credit - 7/7/20 - Director Martin	(10.00)
VIA The First 60 Days - Congressman Mike Garcia - Registration - Webinar - 8/3/2020 - Directors Atkins, Cooper and Martin	45.00
VIA Virtual Series - COVID 19 - Registration - 9/1/20 - R. Patterson	15.00
VERIZONWRLSS RTCCR VB	12,887.83
CIMIS 4/11-5/10	38.01
Equipment 4/11-5/10	308.48
Service 4/11-5/10	12,541.34
VINCENZO'S NEWHALL PIZZA	276.49
Pizza for inventory	276.49
VZWRLSS IVR VB	14,750.71
CIMIS 5/11-6/10	38.01
Equipment 5/11-6/10	1,906.93
Service 5/11-6/10	12,805.77
WALGREENS #12023	2.18
Rubbing alcohol for equipment maintenance	2.18
WAYFAIR WAYFAIR	10.83
Shelf for Summit Circle, did not fit, returned minus \$10.83 return shipping charge.	(68.00)
Wall Shelf for Summit Circle Room	78.83
WEATHERTECH DIRECT LLC	138.39
Floor Mats for Unit # I37.	138.39
WET OKOLE HAWAII	757.84
Neoprene Seat Covers for Unit # I58.	352.11
Seat Covers for Unit # I37.	405.73
WM SUPERCENTER #3523	325.32
Light bulbs and tea lights for wall sconces and table lamp - Summit Circle room	12.98
Sunblock for field employees	84.91
sunscreen	227.43
WONDERWARE-TRAINING	2,500.00
Training - James Woodall - Aveva Operations Management Interface 2020	2,500.00
WPONCALL.COM	147.00
GSA website maintenance	147.00
YUM YUM DONUTS	59.10
Donuts for inventory	59.10
ZOHO-MANAGEENGINE SER	7,445.49
Manage Engine renewal 20/21	7,435.00
Tech license for Manage Engine software	10.49
ZOOM.US	433.68
Zoom Pro Annual Subscription for HR Team - 6/2-5/19/21	433.68
Subtotal	199,691.01

Employee Meals

Merchant Name and Description	Total
LA COCINA BAR AND GRILL	33.47
E. Ho first day welcome lunch - E. Ho & A. Aguer	33.47
MIMIS CAFE- OFF PREMISE	165.68
HR Team Lunch Meeting 07/24/20 Ari Mantis, Linda Pointer, Jenny Joo, JoAnna Brison and Suzanne Carapella	203.18
Refund for Delivery Fee and Gratuity - HR Meeting	(37.50)
PANERA BREAD #204228 O	100.52
HR Meeting Breakfast- Ari Mantis, Linda Pointer, Jenny Joo, JoAnna Brison and Suzanne Carapella	100.52
SPROUTS FARMERS MAR	69.18
Employee BBQ	69.18
SPUDNUTS BAKERY CROISSANT	19.76
Doughnuts for morning tailgate/progress meeting - Treatment and Maintenance staff	19.76
WESTERN BAGEL TOO #4	40.00
Breakfast for safety training	40.00
Subtotal	428.61

Grand Total	200,119.62
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NWD Credit Card Register - American Express

For the month ending July 31, 2020

Merchant Name	Description	
Amazon Web Services	AWS Service	8.23
GoDaddy.com	Web Hosting	2.99
EIG*Constant Contact	Monthly Electronic Newsletter Database	125.00
WEB*Networksolutions	Web Hosting & Web Forwarding	13.98
Twilio, Inc.	Phone Back-up Pine St.	10.78
Total American Express		160.98

For the month ending August 31, 2020

Merchant Name	Description	
Amazon Web Services	AWS Service	8.23
GoDaddy.com	Web Hosting	2.99
EIG*Constant Contact	Monthly Electronic Newsletter Database	125.00
WEB*Networksolutions	Web Hosting & Web Forwarding	13.98
Amazon.com	Office Supplies	23.06
Total American Express		173.26

For the month ending September 30, 2020

Merchant Name	Description	
Amazon Web Services	AWS Service	8.23
GoDaddy.com	Web Hosting	2.99
EIG*Constant Contact	Monthly Electronic Newsletter Database	125.00
WEB*Networksolutions	Web Hosting & Web Forwarding (September)	13.98
WEB*Networksolutions	Web Hosting & Web Forwarding (October)	13.98
Amazon.com	Computer Supplies	195.44
Total American Express		359.62

NWD 2020 Quarter 1 Total: \$ 693.86

SCV WATER
Santa Clarita Water Division
Credit Card Register
From: July 1, 2020 - July 31, 2020

Merchant Name	Description	Amount
Amazon.com	Office Supplies- Summit Circle	49.83
	Kitchen Supplies- Summit Circle	167.40
	Replacement Docking Station	245.73
	Office Supplies - Pine Street	167.09
	Office Supplies - Pine Street	95.00
	Office Supplies - Pine Street	9.53
	Office Supplies - Pine Street	64.59
	Office Supplies - Pine Street	591.00
	Office Supplies - Pine Street	230.36
	Office Supplies - Pine Street	54.74
	3 Gallon Water Cooler for Crew Trucks	121.50
	EZ Up Sun Shade Capopy	652.64
	Amazon.com Total	
Best Buy	Video Cables for SCADA View Machines	189.39
	Cables for Conference Room Media	153.27
Best Buy Total		\$342.66
Cable Wholesale	Cat 6 Cables for SCADA Panels	302.77
Cable Wholesale Total		\$302.77
Dapper Dans Carwash	Car Wash for Unit S3	12.00
Dapper Dans Carwash Total		\$12.00
Home Depot	Miscellaneous Parts	22.33
	Sunscreen	227.43
Home Depot Total		\$249.76
Ind-Concepts	Ethernet adapter for Pinetree Disinfection Facility	401.94
Ind-Concepts Total		\$401.94
Jimmy Deans	Monthly Birthday and Anniversary Celebration for March, April, May, June, July	516.92
Jimmy Deans Total		\$516.92
Officemax/Depot	Laptop Accessories, Portable Hard Drive for Backups	290.14
Officemax/Depot Total		\$290.14
Pitney Bowes	Pitney Bowes Supplies for Machine	194.50
Pitney Bowes Total		\$194.50
Quill.com	Office and Kitchen Supplies- Summit Circle	354.86
	Office Supplies- Summit Circle	29.36
QUILL.COM Total		\$384.22
Ralphs	Disinfecting wipes	17.48
Ralphs Total		\$17.48
Staterbros	Monthly Birthday and Anniversary Celebration for March, April, May, June, July	50.94
Staterbros Total		\$50.94
Usps	Postage for Sending Regulatory Compliance Documents	7.80
	Postage for Sending Regulatory Compliance Documents	11.55
USPS Total		\$19.35
Walgreens Total	Rubbing Alcohol for Equipment Maintenance	2.18
Walgreens Total		2.18
CREDIT CARD GRAND TOTAL		\$5,234.27

SCV WATER
Santa Clarita Water Division
Credit Card Register
From: August 1, 2020 - August 31, 2020

Merchant Name	Description	Amount
Amazon.com	Office Supplies- Summit Circle	80.90
	Office Supplies- Summit Circle	58.09
	Office Supplies - Pine Street	58.72
	Office Supplies - Pine Street	34.00
	Supplies disinfecting wipes	272.30
	Office Supplies -Pine Street	63.21
	Supplies - Safety CPR Training	220.06
	Supplies - Safety CPR Training	621.89
	Office Supplies - Pine street	19.70
	Spray bottles for hand sanitizer	54.73
	Charging car adapters and cable for conference room	91.10
	Submersible pump and float for swamp cooler in warehouse	218.98
	Water treatment tablet for Swamp cooler in warehouse	19.70
3 of 5 E-Z- Up canopy	437.82	
Amazon.com Total		\$2,251.20
Costco	Office Supplies- Pine Street	44.07
	Office Supplies - Pine Street	27.58
	Kitchen supplies- Golden Triangle	48.76
Costco Total		\$120.41
Home Depot	Unit S4 tools	27.24
	Unit S4 tools	448.56
	Unit S25 Tools	241.84
	Ant bait for offices	76.43
Home Depot Total		\$794.07
L2G EPIC-LA	Permit fee - installation of one 2" irrigation water service and 1.5" meter at the corner of Stevenson Ranch Parkway and Holmes Place	561.00
	Permit fees vwd service area	561.00
	Permit fees vwd service area	561.00
	Permit fees vwd service area	1,683.00
	Permit fee services	1,346.00
	Permit fees vwd service area	561.00
L2G EPIC-LA		\$5,273.00
Lowe's		43.76
	Tools for unit S29 and N86	350.31
Lowe's		\$394.07
Patagonia Us	Face Covering - Safety	5,002.80
Patagonia US Total		\$5,002.80
Paypal	Training - Keith Abercrombie - AWA / CCWUC	28.00
Paypal Total		\$28.00
The Webstaurant Store	Ice cube scooper sanitary container for ice machine- Golden Triangle	39.58
THE Webstaurant Store Total		\$39.58
Ups	Sent hach instrument in for repair	109.52
UPS Total		\$109.52
Usps	NOA Project 3001079	5.15
	Sent air monitor out for repair to J.G. Tucker	15.35
Usps Total		\$20.50
Vincenzo's Pizza	Department lunch- Golden Triangle	292.60
Vincenzo's Pizza Total		\$292.60
Walmart	Sunblock for field employees	84.91
Walmart Total		\$84.91
WonderWare-Training	Training - James Woodall - Aveva Operations Management Interface 2020	2,500.00
WonderWare-Training Total		\$2,500.00
CREDIT CARD GRAND TOTAL		\$16,910.66

SCV WATER
Santa Clarita Water Division
Credit Card Register
From: September 1, 2020 - September 30, 2020

Merchant Name	Description	Amount
Adhei Enterprises	Health and Safety - Face coverings	830.70
Adhei Enterprises Total		\$830.70
Amazon.com	Health and Safety - CPR materials	621.89
	Refund - issue when attempting delivery	(63.21)
	Office Supplies - Pine Street	64.59
	Office Supplies - Pine Street	163.40
	Office Supplies Fax Machine - Pine Street	85.42
	Glove dispenser for ice machine	21.86
	Canopy for heat stress prevention	291.88
	Phone case for employee work phone	19.70
	Cables for computer system in trailer	17.85
	Phone Case for employee work phone	19.70
	Phone Case for employee work phone	21.78
	Batteries for unit 19 crimp machine	139.63
Amazon.com Total		\$1,404.49
Best Buy	Keyboard	65.69
Best Buy Total		\$65.69
Beverly Hills Chairs	Desk chairs	1,596.51
	Desk chairs	2,394.77
Beverly Hills Chairs Total		\$3,991.28
Crowder Supply Co	Replacement bolts for jackhammers	0.01
	Replacement bolts for jackhammers	71.98
Crowder Supply Co Total		\$71.99
Dapper Dans Car Wash	Car wash for unit S41	12.00
Dapper Dans Car Wash Total		\$12.00
Docusign	Membership - L Quintero	270.00
Docusign Total		\$270.00
Ebay.com	Soldering tips for solder gun	31.76
Ebay.com Total		\$31.76
FedEx.com	Mailed contract for 3001079	26.72
FedEx.com Total		\$26.72
Halfmoon Education	California Easements, Rights of Way, Eminent Domain Webinar. Attendees: Orlando Moreno, Mona Restivo, Josephine Ngoon and Jim Moreno.	796.00
Halfmoon Education Total		\$796.00
Home Depot		142.22
Home Depot Total		\$142.22
Jimmy Deans	Employee Relocation - Staff Meeting - Golden Triangle	241.23
	Employee Relocation - Staff Meeting Pine Street	413.54
Jimmy Deans Total		\$654.77
John M. Ellsworth Co	Fuel tank hoses for repair	349.36
John M. Ellsworth Co Total		\$349.36
L2G EPIC-LA	County Permit for nwd service area	561.00
	County Permit for nwd service area	862.00
	County Permit for nwd service area	561.00
L2G EPIC-LA Total		\$1,984.00
Lowes	Repurchase broken drills	260.61
	Return broken drills	(260.62)
Lowes Total		-\$0.01
Macs Pool & Spa Supply	Liquid chlorine for N well	28.60
Macs Pool & Spa Supply Total		\$28.60
NNA Services LLC	National Notary Association - L Quintero membership fees	170.00
NNA Services LLC Total		\$170.00
Patagonia Us	Health and Safety - Face coverings	5,002.80
Patagonia Us Total		\$5,002.80
Quill.com	Office and kitchen supplies	264.61
Quill.com Total		\$264.61

Skygeek.com	Food grade lubricant for cla valve and hydrants	188.73
Skygeek.com Total		\$188.73
SQ Rick Bentley	Machine shop work for metal fabrication	155.00
SQ Rick Bentley Total		\$155.00
Staterbros	Employee Relocation - Staff Meeting Pine Street	37.95
Staterbros Total		\$37.95
Supplyhouse.com	Plumbers tape for fittings	116.95
Supplyhouse.com Total		\$116.95
Tractor Supply		55.82
Tractor Supply Total		\$55.82
USPS	Post office - mail CEQA	4.40
USPS Total		\$4.40
Western Bagel	Production department meeting	40.00
Western Bagel Total		\$40.00
CREDIT CARD GRAND TOTAL		\$16,695.83

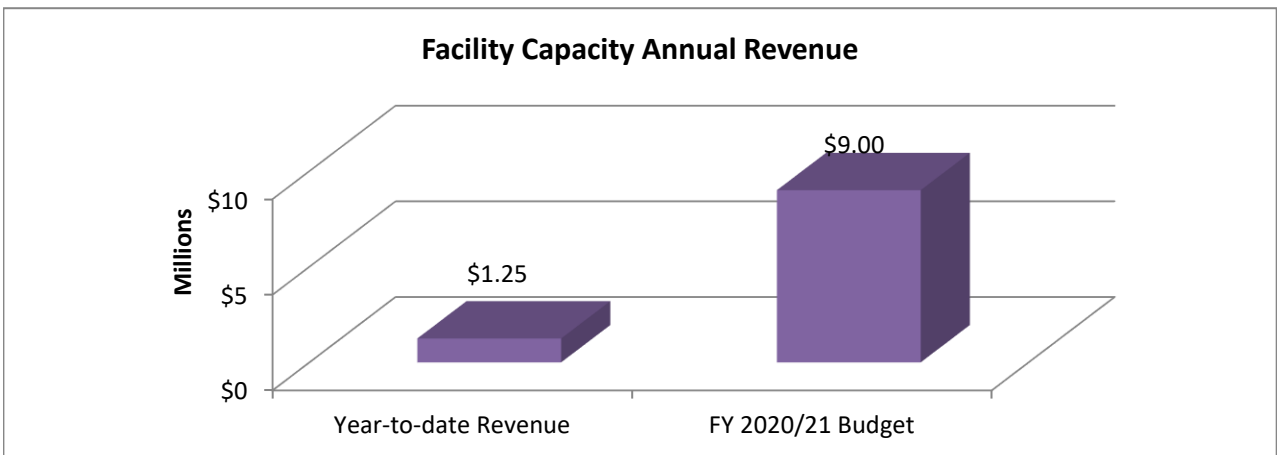
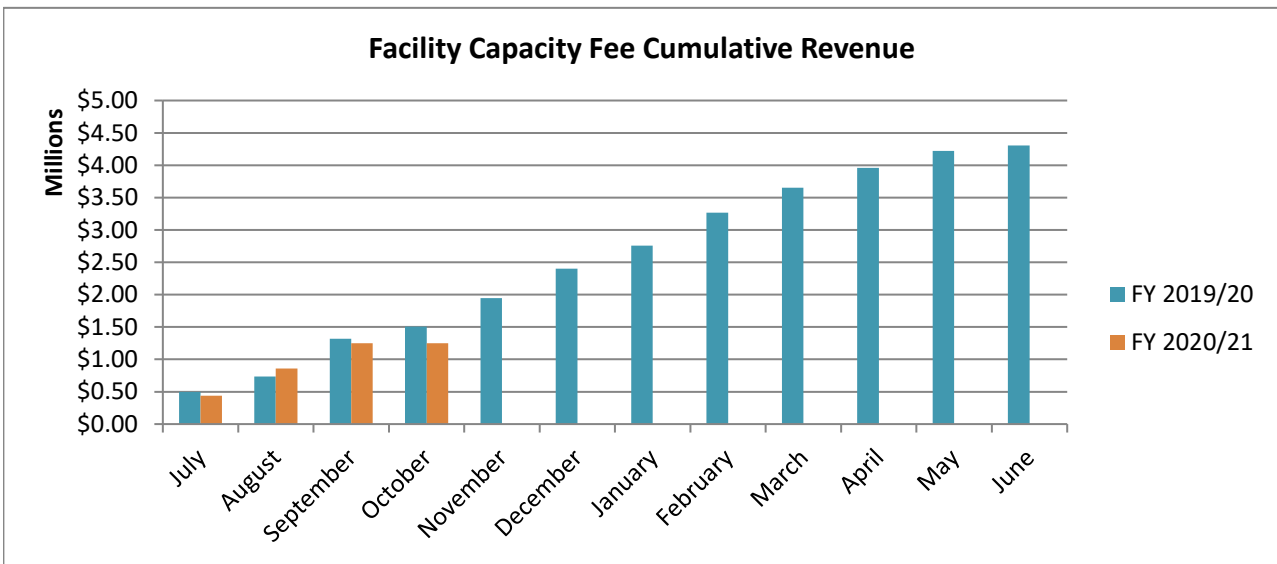
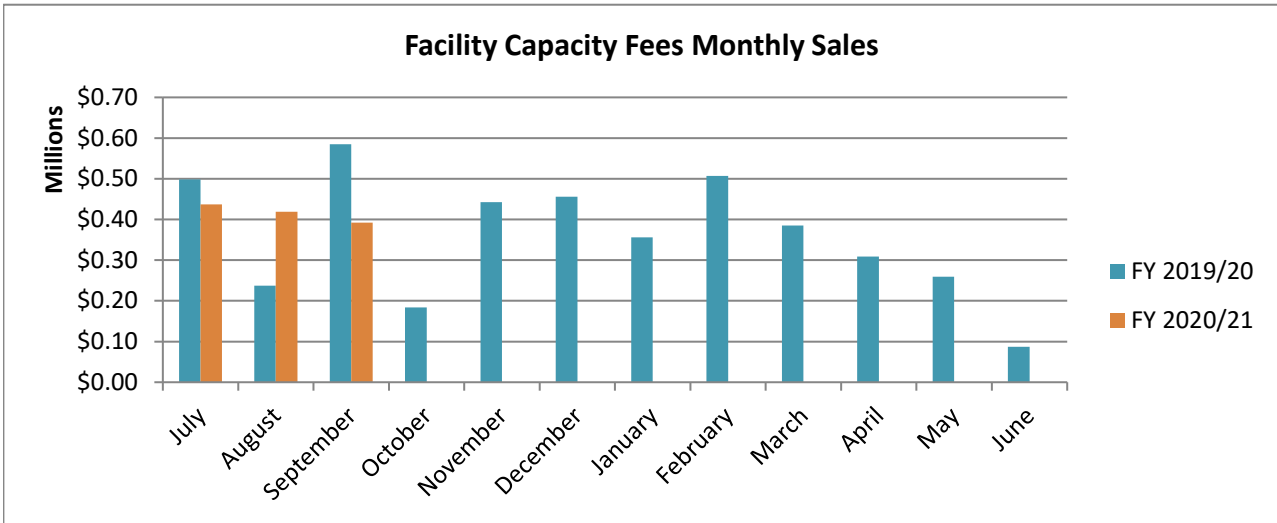
SCV WATER
Santa Clarita Water Division
Employee Meals Only - Credit Card Register
From: July 1, 2020 - Sept 30, 2020

Merchant Name	Description	Amount
Employee Meals	No Employee Meals July through Septmeber	
Employee Meals Total		\$0.00

Facility Capacity Fee Revenues

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REGIONAL DIVISION FACILITY CAPACITY FEE REVENUES FY 2020/21 as of September 30, 2020



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**Finance and Administration Committee
Planning Calendar
FY 2020/21**

	Item	Author	PowerPoint Presentation (Y/N/Length)	July 7 Board	July 20 Comm	Aug 4 Board	Aug 17 Comm	Sept 1 Board	Sept 15 Board	Sept 21 Comm	Oct 6 Board	Oct 19 Comm	Nov 3 Board	Nov 16 Comm	Dec 1 Board	Dec 21 Comm	Jan 5 Board	Jan 11 SPECIAL Comm	Feb 2 Board	Feb 8 SPECIAL Comm	Feb 16 Board	Mar 2 Board	Mar 15 Comm	Apr 6 Board	Apr 19 Comm	May 4 Board	May 17 Comm	May 18 Board	June 1 Board	June 21 Comm	ITEM NO. 8			
1	Recommend Approval of Resolutions Setting Santa Clarita Valley Water Agency Tax Rate for FY 2020/21 and Requesting Levy of Tax by Los Angeles County and Ventura County (consent)	RP	None	C																														
2	Recommend Approval of Resolution Authorizing July 2020 Water Supply Contract Payment (consent)	RP	None	C																														
3	Recommend Approval of a Temporary Telecommuting Policy (consent)	RP	None	C																														
4	Recommend Approval of Resolutions Establishing Banking Authority	RP	None	C																														
5	Recommend Receiving and Filing of April 2020 Monthly Financial Report (consent)	RP	None	C																														
6	Recommend Approval of Resolutions Authorizing (1) the Execution of a Joint Exercise of Powers Agreement Relating to the California Municipal Finance Authority (CFMA), and (2) Participation in the CFMA's Bond Opportunities for Land Development (BOLD) Program and Other Related Actions in Establishing a CFD for the Spring Canyon Development - on pause until after election	EC	Yes - 10 min		C																													
7	Photovoltaic (PV) Assets (Solar Panels) Portfolio Assessment	MD	Yes - 10 min		C																													
8	Recommend Approval of a Resolution Authorizing FY 2020/21 Water Supply Contract Payments (consent)	RP	None		C	C																												
9	Recommend Receiving and Filing of May 2020 Monthly Financial Report (consent)	RP	None		C	C																												
10	Discuss Retail Cost-of-Service	EC	Yes - 10 min				C	C																										
11	Review Strategic Plan Performance Metrics	EC	Yes - 10 min				C																											
12	Recommend Receiving and Filing of June 2020 Monthly Financial Report (consent)	RP	None				C	C																										
13	Cost of Service Study & Rate Transition Project a. Proposition 218 Mailer b. Financial Aspects under development	EC	Yes - 10 min							C																								
14	Recommend Approval of the Retail Debt Threshold Calculation	RP	None							C	P																							
15	Recommend Receiving and Filing of July 2020 Monthly Financial Report (consent)	RP	None							C																								

**Finance and Administration Committee
Planning Calendar
FY 2020/21**

Item	Author	PowerPoint Presentation (Y/N/Length)	July 7 Board	July 20 Comm	Aug 4 Board	Aug 17 Comm	Sept 1 Board	Sept 15 Board	Sept 21 Comm	Oct 6 Board	Oct 19 Comm	Nov 3 Board	Nov 16 Comm	Dec 1 Board	Dec 21 Comm	Jan 5 Board	Jan 11 SPECIAL Comm	Feb 2 Board	Feb 8 SPECIAL Comm	Feb 16 Board	Mar 2 Board	Mar 15 Comm	April 6 Board	April 19 Comm	May 4 Board	May 17 Comm	May 18 Board	June 1 Board	June 21 Comm	
16	Recommend Approval of Changes to the Agency's Classification Plan and Salary Ranges	RP	None								C																			
17	Review Plan for Consolidation of Customer Service Centers	RP	None								C																			
18	Recommend Receiving and Filing of August 2020 Monthly Financial Report (consent)	RP	None								C																			
19	Recommend Approval of Changes to the Agency's Classification Plan and Salary Ranges	RP	None										P	P																
20	Recommend Approval of Revised Reserve Policy	EC	None										P	P																
21	Recommend Approval of Revised Asset Capitalization Policy	RP	None										P	P																
22	Recommend Approval of Revised Employment Status and Work Policy	RP	None										P	P																
23	Recommend Approval of a Resolution Approving a Letter of Authorization and Contract Modification with Systems & Software, Inc. (S&S) for enQuesta v6 Client Information System (CIS) Upgrade	RP	None										P	P																
24	Recommend Receiving and Filing of September 2020 Monthly Financial Report (consent)	RP	None										P	P																
25	Discuss Rate Design and Customer Impact	EC	Yes - 10 min												P															
26	Recommend Approval of a Use of Technology Policy	RP	None												P	P														
27	Recommend Receiving and Filing of SCV Water June 30, 2020 Financial Statement (consent)	RP	None												P	P														
28	Technology Update	CP	None												P															
29	Recommend Receiving and Filing of October 2020 Monthly Financial Report (consent)	RP	None												P	P														
30	Discuss Rate Design and Customer Impact	EC	Yes - 10 min																											
31	Status of State Water Contract Fund (every Feb)	RP	None																											
32	Recommend Approval of a Revised Investment Policy - (Annually adopted via reso) (consent)	RP	None																											

**Finance and Administration Committee
Planning Calendar
FY 2020/21**

Item	Author	PowerPoint Presentation (Y/N/Length)	July 7 Board	July 20 Comm	Aug 4 Board	Aug 17 Comm	Sept 1 Board	Sept 15 Board	Sept 21 Comm	Oct 6 Board	Oct 19 Comm	Nov 3 Board	Nov 16 Comm	Dec 1 Board	Dec 21 Comm	Jan 5 Board	Jan 11 SPECIAL Comm	Feb 2 Board	Feb 8 SPECIAL Comm	Feb 16 Board	Mar 2 Board	Mar 15 Comm	April 6 Board	April 19 Comm	May 4 Board	May 17 Comm	May 18 Board	June 1 Board	June 21 Comm
33	Recommend Receiving and Filing of November 2020 Monthly Financial Report (consent)	RP None																											
34	Recommend Approval of a Proposition 218 Notice	EC Yes - 10 min																		P									
35	Recommend Approval of Resolutions Authorizing (1) the Execution of a Joint Exercise of Powers Agreement Relating to the California Municipal Finance Authority (CFMA), and (2) Participation in the CFMA's Bond Opportunities for Land Development (BOLD) Program and Other Related Actions in Establishing a CFD for the Spring Canyon Development - on pause until after election	EC Yes - 10 min		C															P										
36	Recommend Receiving and Filing of December 2020 Monthly Financial Report (consent)	RP None																		P									
37	Discuss New Rates	EC Yes - 15 min																				P							
38	Review Annual List of Professional Services Contracts (consent)	RP None																				P							
39	Review FY 2021/22 Budget Status	RP Yes - 30 min																				P							
40	Technology Update	CP None																				P							
41	Recommend Receiving and Filing of January 2021 Monthly Financial Report (consent)	RP None																				P							
42	Review FY 2021/22 Budget Status	RP Yes - 30 min																					P						
43	Recommend Approval of a Proposed Employee Salary Adjustment for FY 2021/22	RP None																					P						
44	Recommend Receiving and Filing of February 2021 Monthly Financial Report (consent)	RP None																					P						
45	Public Hearing	EC Yes - 15 min																											
46	Recommend Approval of a Resolution Re-Adopting the FY 2021/22 and FY 2022/23 Budget	RP Yes - 15 min																											
47	Approve a Resolution Adopting the Appropriation of All As-Yet Unappropriated Funds for FY 2020/21 (consent)	RP None																											
48	Approve a Resolution Adopting the Appropriation Limit for FY 2021/22 (consent)	RP None																											

**Finance and Administration Committee
Planning Calendar
FY 2020/21**

	Item	Author	PowerPoint Presentation (Y/N/Length)	July 7 Board	July 20 Comm	Aug 4 Board	Aug 17 Comm	Sept 1 Board	Sept 15 Board	Sept 21 Comm	Oct 6 Board	Oct 19 Comm	Nov 3 Board	Nov 16 Comm	Dec 1 Board	Dec 21 Comm	Jan 5 Board	Jan 11 SPECIAL Comm	Feb 2 Board	Feb 8 SPECIAL Comm	Feb 16 Board	Mar 2 Board	Mar 15 Comm	April 6 Board	April 19 Comm	May 4 Board	May 17 Comm	May 18 Board	June 1 Board	June 21 Comm
49	Discuss Retail Cost-of-Service	EC	Yes - 15 min																											
50	Recommend Receiving and Filing of March 2021 Monthly Financial Report (consent)	EC	Yes - 10 min																											
51	Recommend Approval of Resolution Authorizing July 2021 Water Supply Contract Payment	RP	None																											
52	Discussf Retail Cost-of-Service	EC	None																											
53	Review Strategic Plan Performance Metrics	EC	None																											
54	Technology Update	CP	None																											
55	Recommend Receiving and Filing of April 2021 Monthly Financial Report (consent)	RP	None																											