

**AGENDA**

**HUMAN RESOURCES COMMITTEE MEETING  
LEUCADIA WASTEWATER DISTRICT**

September 26, 2016 – 8:30 AM  
1960 La Costa Avenue, Carlsbad, CA 92009

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1. Call to Order
2. Roll Call
3. Public Comment
4. New Business
  - A. Discussion of Leucadia Wastewater District (LWD) Employee Compensation (Pages 2-33)
5. Information Items  
None.
6. Directors' Comments
7. General Manager's Comments
8. Adjournment

## MEMORANDUM

Ref: 17-5163

**DATE:** September 21, 2016  
**TO:** Human Resources Committee  
**FROM:** Paul J. Bushee, General Manager   
**SUBJECT:** Discussion of Leucadia Wastewater District (LWD) Employee Compensation

### RECOMMENDATION:

Staff requests that the Human Resources Committee:

1. Discuss and provide direction, as appropriate.

### BACKGROUND:

#### **Tactical Goal: Financial / Discussion of LWD Compensation**

This item is a follow-up to the discussion regarding LWD's compensation at the June 2016 Board of Directors meeting. At the meeting, Vice President Hanson expressed concerns with LWD's compensation process during the Board's consideration of the Employee's Salary & Benefits Resolution. The Board approved the resolution and referred further discussion of employee compensation to the Human Resources Committee (HRC).

From the June discussion, it appears that there was some confusion as to how LWD's compensation program works especially in regards to LWD's salary survey process. To provide a brief background, LWD contracted with Rewards Strategy Group (RSG) to conduct a compensation study in the spring of 2008. The study was prompted by an employee satisfaction survey where a number of employees expressed concerns with LWD compensation at that time.

#### *2008 Compensation Study*

RSG developed a compensation program that compared LWD salaries to 18 other similar organizations. As part of the process, RSG reviewed job descriptions for LWD and the 18 organizations and developed comparable positions for each of LWD's job classifications. The study also proposed a compensation target of 10% above the average for each LWD classification. The Board of Directors reviewed and approved the proposed compensation program in May 2008. To provide additional background, the staff report and Board minutes from the May 2008 Board meeting have been attached for your review.

#### *2012 HRC Review*

In January 2012, the HRC reviewed LWD's compensation program to determine if a new salary study was warranted. Staff and HRC reviewed the salary survey process at that time and HRC determined that a new study was not needed. The January 2012 staff report and HRC minutes have also been attached for your review.

**DISCUSSION:**

In terms of the salary survey process, staff has annually updated its salary survey information using the same organizations and job comparisons approved by the Board of Directors in 2008. Please note that from time to time that the comparison agencies have reclassified or changed the name of some of the original job classifications. In these instances, staff does review the job descriptions to determine the appropriate comparable job classification.

The information attached has been provided as a starting point for the HRC's discussion of this issue. Staff requests that the HRC review and discuss this information and provide direction, as appropriate.

PJB:

Attachments

## ATTACHMENT 1

### STAFF REPORT: FY 2009 INFORMAL INPUT PROCESS

## MEMORANDUM

**Date:** May 8, 2008  
**To:** Board of Directors  
**From:** Paul J. Bushee, General Manager   
**Subject:** Closed Session – Fiscal Year 2009 (FY 09) Informal Input Process

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### RECOMMENDED

Staff requests that the Human Resources Committee recommend that the Board of Directors:

- 1) Review overall FY 09 Personnel Budget
- 2) Consider adjusting LWD Salary Ranges to 10% above the compensation survey average.
- 3) Consider narrowing LWD Salary Ranges from 40% to 25%.
- 4) Consider a 3% General Wage Adjustment.
- 5) Consider Merit Pool/Individual Incentive Compensation Funding at \$53,085.
- 6) Consider Team Incentive Program Funding at \$31,851.
- 7) Review the results of the benefits survey.
- 8) Discuss and take other action as appropriate.

### DISCUSSION

The Human Resources Committee (HRC) reviewed this item at its April 29, 2009, meeting and is scheduled to further review this information on May 12, 2008. Modifications to this item, if any, will be reported to the Board as appropriate.

The Leucadia Wastewater District (LWD) employees are not represented. The employees have met to discuss compensation and benefit issues and have submitted their requests to management for consideration as part of the budget process. In addition, LWD recently retained Reward Strategy Group (RSG) to conduct a compensation study. The compensation study was an outcrop of the employee surveys conducted by Jeff Bills in December 2007. You may recall that, overall, the employee survey information was very favorable, however, there was concern from employees regarding salaries.

As a result of the informal input process and the compensation study, staff proposes the following for the Board's consideration.

#### Item 1 – FY 09 Personnel Budget

LWD's personnel budget consists of two major components: a salaries component and a benefits component. For FY 09, the proposed personnel budget of \$2,164,807 represents a 6% or \$130,596 increase over the FY 08 Budget. Major changes to these two components are:

Salaries - The proposed salaries budget, which consists of salaries, overtime and stand-by pay, is \$1,443,359. This amount represents a 7% or \$89,953 increase over the FY 08 Budget and is mainly attributable to recommended salary range changes, merit pool and Incentive Pool funding. The overtime component remains flat with a proposed budget of \$50,000.

Benefits – The proposed benefits budget is \$721,448. This increase of 6% or \$40,643 is primarily attributable to anticipated increases in health benefits and PERS retirement benefits.

The Proposed FY 09 Personnel Budget is included as Attachment A for your review. It consists of the Personnel Expense Detail sheet and the Personnel Summary by Department sheet.

### **Item 2 - Salary Range Adjustment**

As previously indicated, Staff recently retained RSG to conduct a compensation study for the District. The study analyzed and compared LWD's salary classification to 18 public agencies that provide similar services to the District. The survey showed that compensation for eight of LWD's twelve classifications are presently below the survey average. It also showed that the remaining four classifications are slightly above the survey average.

Based on the compensation study, staff is recommending that classification ranges be adjusted with maximum compensation being 10% above the survey average. LWD has strived to be the recognized leader of our industry. Over the past several years, the District has made tremendous improvement in this area and I believe that we are among the very best organizations that operate wastewater collection systems and recycled water facilities. We have also operated at this very high level using a very lean staffing approach. I believe that compensating our employees at 10% the survey average will allow our organization to continue to operate at the very highest levels. This adjustment will also allow LWD to: attract qualified employees; retain current employees; and motivate employees to continue directing their efforts towards achieving the District's goals.

Attachment B includes the proposed summary of the compensation analysis, the recommended FY 09 Salary Ranges at 10% above the industry average, as well as the existing FY 08 Salary Ranges for comparison.

### **Item 3 - Salary Range Spread**

LWD's current salary ranges are based on a 40% spread from the top of the range to the bottom. The compensation study found that the salary range spreads of the 18 organizations studied averaged 28.9%. Over the past year, I have realized that salary range minimums at LWD are well below market level especially for our Utility Worker and Field Service Technician classifications. This is evident in that our recent recruitment efforts have brought in candidates with very limited experience. Although we have been pleased with the people we have hired, the training has been extensive and it can often take up to two years to bring these employees fully up to speed with the requirements of a Field Services Technician.

In order to better recruit staff and keep trained staff from moving to another organization, I am recommending that LWD's salary ranges be reduced from 40% to 25%. This spread is more consistent with other organizations in our industry and I believe will effectively make LWD's entry-level compensation much more competitive. By adjusting minimum salaries, some employees will be outside of their classification range. For these employees, compensation will be adjusted so that they fall within the range boundaries. The fiscal impact of these adjustments is approximately \$42,500.

Attachment C includes a summary of salary range spreads of the 18 organizations surveyed, as well as the comparisons of the salary range minimums for the Field Service Technician and Utility Worker classifications.

### **Item 4 – 3% General Wage Adjustment**

LWD employees last received a general wage adjustment in 2004. San Diego County is currently experiencing dramatic economic changes related to increasing fuel prices, an unstable

housing market, adjusting interest rates and a general loss of purchasing power. Each of these factors impacts our employees.

As you are aware, LWD does not typically provide general wage adjustments. For the past several years we have moved the ranges upward by 3% to 4% annually, but all salary increases have been based on merit. However, most other public agencies have provided annual "across the board" general wage adjustments in addition to merit based increases. Over time, LWD's salaries have fallen behind.

To bring LWD's salaries somewhat back in-line, I am recommending a one-time 3% wage adjustment to those employees who will not be affected by the recommended range adjustments. This wage adjustment will also provide some equity to those employees not directly affected by the recommended range adjustments. A 3% adjustment is also consistent with what the employees requested as part of the informal input process. The fiscal impact of the 3% general adjustment is \$25,900. Annual adjustments to employee compensation will continue to be based on merit.

Attachment D includes an example showing how a LWD employee's salary compares to a similar employee at the Encina Wastewater Authority and the Vallecitos Water District over the past few years.

#### **Item 5 – Merit Pool & Individual Incentive Compensation**

The merit pool allows for merit based salary increase, and the individual incentive compensation allows for compensation for meeting the individual objectives of LWD's Incentive Program. Based on the discussion at the April 29, 2008 Human Resource Committee meeting, the proposed FY 09 funding has been adjusted downward to \$53,085 and covers both of these components. This amount represents a reduction of \$8,863 from last year's funding of \$61,948. The Incentive Compensation funding has been reduced to 5% of existing staff salaries compared to the 6% funding level of the last several years.

#### **Item 6 - Organizational Incentive Compensation**

Organizational Incentive Compensation covers funding for the Organizational Objectives of LWD's Incentive Program. The proposed FY 09 funding of \$31,851 represents \$9,448 reduction from last year's organization incentive funding of \$41,299. The FY 09 funding represents 3% of existing staff salaries as compared to 4% last year.

#### **Item 7 – Benefits Survey**

At its April 29, 2008, the HRC requested that RSG and staff provide supplemental information relating to LWD's benefits package. Mr. Allan Crecilius of RSG indicated that he would provide benefits information from a recent study conducted for the Encina Wastewater Authority in which LWD participated.

Attachment E includes a summary of RSG's benefit analysis results. It is important to note that the recent employee survey indicated that staff is very pleased with LWD's benefits package. Overall, the survey showed LWD's benefits package is very good and very much in-line with other organizations in our industry.

#### **LWD Organization**

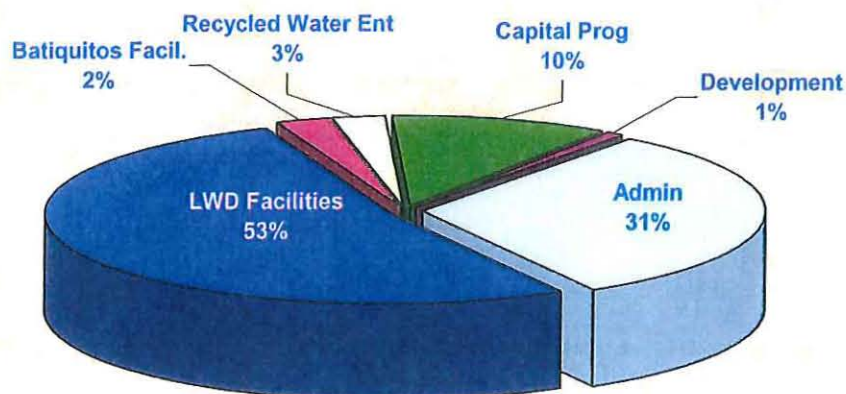
LWD's existing organizational chart (Attachment F) includes 18 full time equivalent (FTE) positions and a 0.2 FTE part time position. No organizational staffing changes are proposed for FY 09.

Attachments

**Leucadia Wastewater District  
Fiscal Year 2009 Budget  
Personnel Summary By Department**

| <u>Program</u>                     |           | <u>FY 08 Budget</u> | <u>FY 08 Projected</u> | <u>FY 09 Proposed</u> | <u>% Change<br/>Bud to Bud</u> |
|------------------------------------|-----------|---------------------|------------------------|-----------------------|--------------------------------|
| <b>LWD Facilities</b>              |           |                     |                        |                       |                                |
| Salaries                           | \$        | 701,616             | \$ 606,151             | 750,064               | 7%                             |
| Benefits                           | \$        | 364,093             | \$ 317,496             | 387,416               | 6%                             |
| <b>Total LWD Facilities</b>        | <b>\$</b> | <b>1,065,709</b>    | <b>\$ 923,647</b>      | <b>1,137,481</b>      | <b>7%</b>                      |
| <b>Batiquitos Joint Facilities</b> |           |                     |                        |                       |                                |
| Salaries                           | \$        | 32,267              | \$ 29,384              | 34,625                | 7%                             |
| Benefits                           | \$        | 16,853              | \$ 16,276              | 17,863                | 6%                             |
| <b>Total Bat Joint Facilities</b>  | <b>\$</b> | <b>49,120</b>       | <b>\$ 45,660</b>       | <b>52,488</b>         | <b>7%</b>                      |
| <b>Recycled Water Enterprise:</b>  |           |                     |                        |                       |                                |
| Salaries                           | \$        | 33,767              | \$ 27,792              | 36,125                | 7%                             |
| Benefits                           | \$        | 17,016              | \$ 14,546              | 18,025                | 6%                             |
| <b>Total RW Enterprise</b>         | <b>\$</b> | <b>50,783</b>       | <b>\$ 42,338</b>       | <b>54,150</b>         | <b>7%</b>                      |
| <b>Capital Program:</b>            |           |                     |                        |                       |                                |
| Salaries                           | \$        | 139,600             | \$ 57,662              | 149,715               | 7%                             |
| Benefits                           | \$        | 69,382              | \$ 19,656              | 73,845                | 6%                             |
| <b>Total Capital Program</b>       | <b>\$</b> | <b>208,982</b>      | <b>\$ 77,318</b>       | <b>223,560</b>        | <b>7%</b>                      |
| <b>Development:</b>                |           |                     |                        |                       |                                |
| Salaries                           | \$        | 20,819              | \$ 10,582              | 12,407                | -40%                           |
| Benefits                           | \$        | 10,972              | \$ 5,616               | 6,345                 | -42%                           |
| <b>Total Development</b>           | <b>\$</b> | <b>31,791</b>       | <b>\$ 16,198</b>       | <b>18,752</b>         | <b>-41%</b>                    |
| <b>Administration</b>              |           |                     |                        |                       |                                |
| Salaries                           | \$        | 425,335             | \$ 400,606             | 460,424               | 8%                             |
| Benefits                           | \$        | 202,490             | \$ 207,593             | 217,954               | 8%                             |
| <b>Total Admin</b>                 | <b>\$</b> | <b>627,825</b>      | <b>\$ 608,199</b>      | <b>678,377</b>        | <b>8%</b>                      |
| <b>Total Personnel Expense</b>     | <b>\$</b> | <b>2,034,211</b>    | <b>\$ 1,713,360</b>    | <b>2,164,807</b>      | <b>6%</b>                      |

**LWD FY 09 Personnel By Program**



**Leucadia Wastewater District**  
**Fiscal Year 2009 Operating & Capital Budgets**  
**Personnel Expense Detail**

| <u>Acct #</u> | <u>Description</u>                  | <u>FY 08<br/>Budget</u> | <u>FY 08<br/>Projected</u> | <u>FY 09<br/>Proposed</u> | <u>% Change<br/>Bud to Bud</u> |
|---------------|-------------------------------------|-------------------------|----------------------------|---------------------------|--------------------------------|
| <b>4100</b>   | <b><u>Salaries</u></b>              |                         |                            |                           |                                |
| 4110          | Regular salaries                    | \$ 1,303,406            | \$ 1,092,177               | \$ 1,393,359              | 7%                             |
| 4120          | Overtime salaries                   | \$ 50,000               | \$ 40,000                  | \$ 50,000                 | 0%                             |
|               | <b>Total Salaries</b>               | <b>\$ 1,353,406</b>     | <b>\$ 1,132,177</b>        | <b>\$ 1,443,359</b>       | <b>7%</b>                      |
| <b>4200</b>   | <b><u>Employee Benefits</u></b>     |                         |                            |                           |                                |
| 4210          | F.I.C.A.                            | \$ 98,127               | \$ 83,768                  | \$ 104,630                | 7%                             |
| 4220          | Medical insurance                   | \$ 195,457              | \$ 166,856                 | \$ 210,096                | 7%                             |
| 4221          | Dental insurance                    | \$ 22,477               | \$ 19,188                  | \$ 23,697                 | 5%                             |
| 4222          | Disability insurance                | \$ 13,310               | \$ 11,362                  | \$ 14,288                 | 7%                             |
| 4223          | Life insurance                      | \$ 4,240                | \$ 3,620                   | \$ 4,938                  | 16%                            |
| 4224          | Unemployment insurance              | \$ -                    | \$ -                       | \$ -                      | 0%                             |
| 4225          | Employee assistance program (EAP)   | \$ 800                  | \$ 683                     | \$ 648                    | -19%                           |
| 4226          | Vision plan                         | \$ 3,953                | \$ 3,375                   | \$ 3,947                  | 0%                             |
| 4230          | Workers compensation insurance      | \$ 39,413               | \$ 33,646                  | \$ 31,068                 | -21%                           |
| 4240          | PERS, employee retirement           | \$ 281,418              | \$ 240,238                 | \$ 305,038                | 8%                             |
| 4245          | Section 125 plan                    | \$ 1,550                | \$ 1,323                   | \$ 2,750                  | 77%                            |
| 4293          | Deferred Compensation contribution  | \$ 20,059               | \$ 17,125                  | \$ 20,348                 | 1%                             |
|               | <b>Total Benefits</b>               | <b>\$ 680,805</b>       | <b>\$ 581,183</b>          | <b>\$ 721,448</b>         | <b>6%</b>                      |
|               | <b>TOTAL, SALARY &amp; BENEFITS</b> | <b>\$ 2,034,211</b>     | <b>\$ 1,713,360</b>        | <b>\$ 2,164,807</b>       | <b>6%</b>                      |

**LEUCADIA WASTEWATER DISTRICT**  
**Summary of Salary Survey Comparisons**

| District Class                  | District Range<br>Max (\$) | #<br>Comparisons | Survey<br>Average (\$) | LWWD vs<br>Average | Survey<br>Median (\$) | LWWD vs<br>Median | District<br>Rank |
|---------------------------------|----------------------------|------------------|------------------------|--------------------|-----------------------|-------------------|------------------|
| Administrative Services Manager | 117,894                    | 17               | 120,585                | (2.3)%             | 119,517               | (1.4)%            | 11 of 18         |
| Field Services Manager          | 117,894                    | 15               | 123,330                | (4.6)%             | 123,369               | (4.6)%            | 11 of 16         |
| Project Manager                 | 102,752                    | 15               | 102,475                | +0.3%              | 104,250               | (1.5)%            | 9 of 16          |
| Field Services Supervisor       | 81,235                     | 18               | 84,251                 | (3.7)%             | 82,750                | (1.9)%            | 14 of 19         |
| Field Services Specialist       | 66,106                     | 14               | 65,554                 | +0.8%              | 64,594                | +2.3%             | 6 of 15          |
| Field Services Technician III   | 62,378                     | 18               | 63,307                 | (1.5)%             | 61,671                | +1.1%             | 10 of 19         |
| Field Services Technician II    | 53,741                     | 17               | 56,640                 | (5.4)%             | 56,891                | (5.9)%            | 15 of 18         |
| Field Services Technician I     | 48,314                     | 17               | 50,480                 | (4.5)%             | 50,405                | (4.3)%            | 15 of 18         |
| Utility Worker                  | 42,151                     | 13               | 43,769                 | (3.8)%             | 44,136                | (4.7)%            | 12 of 14         |
| Executive Assistant             | 72,190                     | 16               | 68,851                 | +4.8%              | 68,934                | +4.7%             | 7 of 17          |
| Accounting Technician           | 60,733                     | 16               | 58,683                 | +3.5%              | 57,671                | +5.3%             | 6 of 17          |
| Administrative Specialist       | 50,252                     | 18               | 50,698                 | (0.9)%             | 51,047                | +1.6%             | 12 of 19         |

- ♦ Eight District benchmarks are below survey average by between 0.9% and 5.4%.
- ♦ Four District benchmarks are above survey average by between 0.3% and 4.8%.

LEUCADIA WASTEWATER DISTRICT  
PROPOSED CLASSIFICATION RANGES  
FY 2009

| Position   | Grade | Salary Ranges |               | Spread |
|--|-------|---------------|---------------|--------|
|  |       | Minimum       | Maximum       |        |
| Field Services Manager<br>Administrative Services Manager  | 19    | \$ 108,000.00 | \$ 135,000.00 | 25%    |
| Project Manager  | 18    | \$ 90,000.00  | \$ 112,500.00 | 25%    |
| Field Services Supervisor                                  | 17    | \$ 75,000.00  | \$ 93,750.00  | 25%    |
| Executive Assistant  | 16    | \$ 62,500.00  | \$ 78,125.00  | 25%    |
| Field Services Specialist<br>Field Services Technician III | 15    | \$ 56,800.00  | \$ 71,000.00  | 25%    |
| Accounting Technician                                      | 14    | \$ 53,080.00  | \$ 66,350.00  | 25%    |
| Field Services Technician II                               | 13    | \$ 49,600.00  | \$ 62,000.00  | 25%    |
| Vacant   | 12    | \$ 46,720.00  | \$ 58,400.00  | 25%    |
| Administrative Specialist<br>Field Services Technician I   | 11    | \$ 44,560.00  | \$ 55,700.00  | 25%    |
| Vacant   | 10    | \$ 49,600.00  | \$ 62,000.00  | 25%    |
| Vacant   | 9     | \$ 42,440.00  | \$ 53,050.00  | 25%    |
| Utility Worker   | 8     | \$ 38,480.00  | \$ 48,100.00  | 25%    |

LEUCADIA WASTEWATER DISTRICT  
CLASSIFICATION RANGES  
FY 2008

| Position  | Grade | Salary Ranges |               | Spread |
|---|-------|---------------|---------------|--------|
|   |       | Minimum       | Maximum       |        |
| Field Services Manager<br>Administrative Services Manager | 8     | \$ 84,210.29  | \$ 117,894.40 | 40%    |
| Project Manager   | 7     | \$ 73,394.29  | \$ 102,752.00 | 40%    |
| Field Services Supervisor                                 | 6     | \$ 58,024.75  | \$ 81,234.65  | 40%    |
| Executive Assistant                                       | 5.5   | \$ 51,564.51  | \$ 72,190.31  | 40%    |
| Field Services Specialist                                 | 5     | \$ 47,218.79  | \$ 66,106.31  | 40%    |
| Field Services Technician III                             | 4.5   | \$ 44,555.74  | \$ 62,378.04  | 40%    |
| Accounting Technician                                     | 4     | \$ 43,380.66  | \$ 60,732.92  | 40%    |
| Field Services Technician II                              | 3.5   | \$ 38,386.76  | \$ 53,741.46  | 40%    |
| Administrative Specialist                                 | 3     | \$ 35,894.44  | \$ 50,252.22  | 40%    |
| Field Services Technician I                               | 2.5   | \$ 34,509.99  | \$ 48,313.99  | 40%    |
| Utility Worker  | 2     | \$ 30,107.88  | \$ 42,151.03  | 40%    |
| Vacant  | 1     | \$ 25,463.96  | \$ 35,649.54  | 40%    |

**LEUCADIA WASTEWATER DISTRICT**  
**Illustration of Salary Range Breadths among Survey Agencies**

|     | Agency            | Salary Range Breadth – Min to Max |
|-----|-------------------|-----------------------------------|
| 1.  | Eastern MWD       | 24.6 %                            |
| 2.  | Encina WWA        | 23 %                              |
| 3.  | Fallbrook PUD     | 25 %                              |
| 4.  | Helix WD          | 27.6 %                            |
| 5.  | Olivenhain MWD    | 40 %                              |
| 6.  | Otay WD           | 25 %                              |
| 7.  | Padre Dam MWD     | 31 %                              |
| 8.  | Rainbow MWD       | 31.2 %                            |
| 9.  | Ramona MWD        | 27.7 %                            |
| 10. | Santa Fe ID       | 50 %                              |
| 11. | Vallecitos WD     | 34 %                              |
| 12. | Valley Center MWD | 34 %                              |
| 13. | Vista ID          | 21.6 %                            |
| 14. | City of Carlsbad  | 21.6 %                            |
| 15. | City of Encinitas | 34 %                              |
| 16. | City of Escondido | 21.5 %                            |
| 17. | City of Oceanside | 27.6 %                            |
| 18. | City of Vista     | 21.6 %                            |

**SUMMARY OF FINDINGS**

- ◆ Only two of the 18 organizations (11 percent of the survey sample) have minimums that are 40 percent or more below range maximums — as does Leucadia WW District.
- ◆ The *average* range spread minimum to maximum for this survey group is 28.9 percent.

**COMMENT**

RSG has previously proposed a salary range for LWWD that is a 25 percent increase from minimum to range control point, and 31.25 percent for the full min to max.

**LEUCADIA WASTEWATER DISTRICT**  
**2008 Salary Survey**  
**Special Supplemental Data Sheets: Range Minimums**

Class: Field Services Technician III

44,556

|     | Agency            | Comparison Class                         | Salary Range Min |
|-----|-------------------|--|------------------|
| 1.  | Eastern MWD       | Collections Systems Utility Worker III   | 48,027           |
| 2.  | Encina WWA        | Mechanical Technician II                 | 62,275           |
| 3.  | Fallbrook PUD     | Utility Technician – Collections         | 48,792           |
| 4.  | Helix WD          | Utility Crew Member III                  | 47,844           |
| 5.  | Olivenhain MWD    | Water Reclamation Operator III           | 49,079           |
| 6.  | Otay WD           | Senior Utility Worker/Equipment Operator | 50,178           |
| 7.  | Padre Dam MWD     | Construction Equipment Operator          | 49,146           |
| 8.  | Rainbow MWD       | Utility Worker III – Water Services      | 46,197           |
| 9.  | Ramona MWD        | Systems Operator III                     | 50,398           |
| 10. | Santa Fe ID       | Senior Utility Worker                    | 46,427           |
| 11. | Vallecitos WD     | Systems Collection Worker III            | 44,844           |
| 12. | Valley Center MWD | Wastewater Systems Technician III        | 50,440           |
| 13. | Vista ID          | Senior Construction Worker               | 54,533           |
| 14. | City of Carlsbad  | Sanitation Systems Operator III          | 48,624           |
| 15. | City of Encinitas | Utility & Maintenance Technician IV      | 44,136           |
| 16. | City of Escondido | Senior Wastewater Collections Technician | 47,352           |
| 17. | City of Oceanside | Senior Utility Worker                    | 50,898           |
| 18. | City of Vista     | Wastewater Worker III                    | 45,984           |

Average Minimum:

49,176

**LEUCADIA WASTEWATER DISTRICT**  
**2008 Salary Survey**  
**Special Supplemental Data Sheets: Range Minimums**

**Class:** Field Services Technician II

|        |
|--------|
| 38,387 |
|--------|

|     | Agency            | Comparison Class                      | Salary Range Min |
|-----|-------------------|---------------------------------------|------------------|
| 1.  | Eastern MWD       | Collections Systems Utility Worker II | 45,739           |
| 2.  | Encina WWA        | Mechanical Technician I               | 53,820           |
| 3.  | Fallbrook PUD     | Utility Worker II – Collections       | 40,992           |
| 4.  | Helix WD          | Utility Crew Member II                | 43,392           |
| 5.  | Olivenhain MWD    | Water Reclamation Operator II         | 42,675           |
| 6.  | Otay WD           | Utility Worker II                     | 45,513           |
| 7.  | Padre Dam MWD     | Utility Worker II                     | 43,586           |
| 8.  | Rainbow MWD       | Utility Worker II – Wastewater        | 41,817           |
| 9.  | Ramona MWD        | Systems Operator II                   | 46,842           |
| 10. | Santa Fe ID       | Utility Worker II                     | 38,169           |
| 11. | Vallecitos WD     | Systems Collection Worker II          | 40,668           |
| 12. | Valley Center MWD | Wastewater Systems Technician II      | 45,750           |
| 13. | Vista ID          | Facilities Worker/Equipment Operator  | 49,217           |
| 14. | City of Carlsbad  | Sanitation Systems Operator II        | 44,020           |
| 15. | City of Encinitas | Utility & Maintenance Technician III  | 40,956           |
| 16. | City of Escondido | NC                                    | —                |
| 17. | City of Oceanside | Utility Worker II                     | 42,224           |
| 18. | City of Vista     | Wastewater Worker II                  | 40,704           |

**Average Minimum:** 43,887

**LEUCADIA WASTEWATER DISTRICT**  
**2008 Salary Survey**  
**Special Supplemental Data Sheets: Range Minimums**

Class: Field Services Technician I

34,510

|     | Agency            | Comparison Class                     | Salary Range Min |
|-----|-------------------|--------------------------------------|------------------|
| 1.  | Eastern MWD       | Collections Systems Utility Worker I | 41,496           |
| 2.  | Encina WWA        | NC                                   | —                |
| 3.  | Fallbrook PUD     | Utility Worker I – Collections       | 37,152           |
| 4.  | Helix WD          | Utility Crew Member I                | 39,360           |
| 5.  | Olivenhain MWD    | Utility Worker II                    | 37,433           |
| 6.  | Otay WD           | Utility Worker I                     | 41,282           |
| 7.  | Padre Dam MWD     | Utility Worker I                     | 37,966           |
| 8.  | Rainbow MWD       | Utility Worker I – Wastewater        | 37,849           |
| 9.  | Ramona MWD        | Systems Operator I                   | 42,494           |
| 10. | Santa Fe ID       | Utility Worker I                     | 33,009           |
| 11. | Vallecitos WD     | Systems Collection Worker I          | 35,136           |
| 12. | Valley Center MWD | Wastewater Systems Technician I      | 40,498           |
| 13. | Vista ID          | Construction Worker                  | 42,808           |
| 14. | City of Carlsbad  | Utility Worker II                    | 41,468           |
| 15. | City of Encinitas | Utility & Maintenance Technician II  | 37,776           |
| 16. | City of Escondido | Wastewater Collections Technician II | 38,868           |
| 17. | City of Oceanside | Utility Worker I                     | 38,480           |
| 18. | City of Vista     | Wastewater Worker I                  | 38,760           |

Average Minimum:

38,931

**LEUCADIA WASTEWATER DISTRICT**  
**2008 Salary Survey**  
**Special Supplemental Data Sheets: Range Minimums**

Class: Utility Worker

|        |
|--------|
| 30,108 |
|--------|

|     | Agency            | Comparison Class                    | Salary Range Min |
|-----|-------------------|-------------------------------------|------------------|
| 1.  | Eastern MWD       | Maintenance Trades Assistant        | 29,494           |
| 2.  | Encina WWA        | NC                                  | —                |
| 3.  | Fallbrook PUD     | Maintenance Worker                  | 35,376           |
| 4.  | Helix WD          | NC                                  | —                |
| 5.  | Olivenhain MWD    | Utility Worker I                    | 33,125           |
| 6.  | Otay WD           | NC                                  | —                |
| 7.  | Padre Dam MWD     | NC                                  | —                |
| 8.  | Rainbow MWD       | Laborer                             | 32,641           |
| 9.  | Ramona MWD        | Utility Worker I                    | 35,048           |
| 10. | Santa Fe ID       | NC                                  | —                |
| 11. | Vallecitos WD     | Building & Grounds Worker           | 33,456           |
| 12. | Valley Center MWD | Maintenance Worker I                | 33,317           |
| 13. | Vista ID          | Laborer                             | 40,901           |
| 14. | City of Carlsbad  | Utility Worker I                    | 35,365           |
| 15. | City of Encinitas | Utility & Maintenance Technician I  | 36,312           |
| 16. | City of Escondido | Wastewater Collections Technician I | 35,208           |
| 17. | City of Oceanside | Maintenance Worker I                | 31,491           |
| 18. | City of Vista     | Maintenance Worker I                | 36,024           |

**Average Minimum: 34,443**

**Leucadia Wastewater District  
Salary Comparison Example  
With 3% Adjustment for FY 09**

| <b>Leucadia Wastewater District</b> |                    |                                    |                           |                            |  |
|-------------------------------------|--------------------|------------------------------------|---------------------------|----------------------------|--|
| <b>Fiscal Year</b>                  | <b>Base Salary</b> | <b>General<br/>Wage Adjustment</b> | <b>Merit<br/>Increase</b> | <b>New<br/>Base Salary</b> |  |
| FY 03                               | \$ 40,000          | \$ -                               | \$ 2,000                  | \$ 42,000                  |  |
| FY 04                               | \$ 42,000          | \$ 1,470                           | \$ 2,100                  | \$ 45,570                  |  |
| FY 05                               | \$ 45,570          | \$ 1,367                           | \$ 2,279                  | \$ 49,216                  |  |
| FY 06                               | \$ 49,216          | \$ -                               | \$ 2,461                  | \$ 51,676                  |  |
| FY 07                               | \$ 53,746          | \$ -                               | \$ 2,687                  | \$ 56,433                  |  |
| FY 08                               | \$ 56,433          | \$ -                               | \$ 2,822                  | \$ 59,255                  |  |
| FY 09                               | \$ 59,255          | \$ 1,778                           | \$ 2,963                  | \$ 63,995                  |  |

| <b>Encina Wastewater Authority</b> |                    |                                    |                           |                            |  |
|------------------------------------|--------------------|------------------------------------|---------------------------|----------------------------|--|
| <b>Fiscal Year</b>                 | <b>Base Salary</b> | <b>General<br/>Wage Adjustment</b> | <b>Merit<br/>Increase</b> | <b>New<br/>Base Salary</b> |  |
| FY 03                              | \$ 40,000          | \$ 1,600                           | \$ 2,000                  | \$ 43,600                  |  |
| FY 04                              | \$ 43,600          | \$ 1,744                           | \$ 2,180                  | \$ 47,524                  |  |
| FY 05                              | \$ 47,524          | \$ 1,901                           | \$ 2,376                  | \$ 51,801                  |  |
| FY 06                              | \$ 51,801          | \$ 2,072                           | \$ 2,590                  | \$ 56,463                  |  |
| FY 07                              | \$ 56,463          | \$ 1,694                           | \$ 2,823                  | \$ 60,980                  |  |
| FY 08                              | \$ 60,980          | \$ 2,439                           | \$ 3,049                  | \$ 66,469                  |  |
| FY 09                              | \$ 66,469          | \$ 1,994                           | \$ 3,323                  | \$ 71,786                  |  |

| <b>Vallecitos Water District</b> |                    |                                    |                           |                            |  |
|----------------------------------|--------------------|------------------------------------|---------------------------|----------------------------|--|
| <b>Fiscal Year</b>               | <b>Base Salary</b> | <b>General<br/>Wage Adjustment</b> | <b>Merit<br/>Increase</b> | <b>New<br/>Base Salary</b> |  |
| FY 03                            | \$ 40,000          | \$ -                               | \$ 2,000                  | \$ 42,000                  |  |
| FY 04                            | \$ 42,000          | \$ 1,680                           | \$ 2,100                  | \$ 45,780                  |  |
| FY 05                            | \$ 45,780          | \$ 1,557                           | \$ 2,289                  | \$ 49,626                  |  |
| FY 06                            | \$ 49,626          | \$ 1,836                           | \$ 2,481                  | \$ 53,943                  |  |
| FY 07                            | \$ 53,943          | \$ 2,158                           | \$ 2,697                  | \$ 58,798                  |  |
| FY 08                            | \$ 58,798          | \$ 1,764                           | \$ 2,940                  | \$ 63,502                  |  |
| FY 09                            | \$ 63,502          | \$ 1,461                           | \$ 3,175                  | \$ 68,137                  |  |

## LEUCADIA WASTEWATER DISTRICT

### Competitiveness of Benefits Participant Report

- ◆ There are four areas where Leucadia benefits are relatively **low** compared to the market.
  - Of the 15 agencies providing retiree coverage for medical insurance, Leucadia has the lowest contribution at \$80.80/month. Coverage ranges from \$97/month to 100 percent of premium.
  - Leucadia offers 10 vacation days to start; the survey median is 12 days. The maximum vacation that Leucadia offers is 20 days, while the survey median is 23.
  - Ten of the agencies surveyed offer a shift differential. All 10 agencies are higher than Leucadia's \$0.75/hr. p.m. and \$1.00/hr. a.m. The shift differential ranges from \$1.19/hr. to 6 percent.
  - Of the 16 agencies surveyed, 16 provide tuition reimbursement. Nine of the 16 agencies offer a higher level of reimbursement than Leucadia.
- ◆ The areas where Leucadia's benefits are **above** average for the market:
  - Leucadia and only four of 18 surveyed agencies offer 100 percent medical coverage for employee +1 and family.
  - Only San Elijo and Encina have a higher deferred compensation program matching up to 4 percent. Leucadia matches two percent, and the remaining agencies have limited or no deferred compensation.
  - Of the nine water/wastewater/sanitation districts in PERS:
    - Two have the same retirement formula as Leucadia of 3 percent at 60.
    - Three have retirement formulas of 2.7 percent at 55.
    - Three have retirement formulas of 2.5 percent at 55.
    - One has retirement formula of 2 percent at 55.

## Benefits Survey Summary

### PARTICIPATING ORGANIZATIONS (N=18)

|                                   |                                       |
|-----------------------------------|---------------------------------------|
| Eastern MWD                       | Santa Margarita Water District        |
| Encina Wastewater Authority       | So Orange County Wastewater Authority |
| Fallbrook PUD                     | Vallecitos Water District             |
| Orange County Sanitation District | Valley Center MWD                     |
| Orange County Water District      | City of Escondido                     |
| Otay Water District               | City of Oceanside                     |
| Padre Dam MWD                     | City of San Clemente                  |
| San Elijo JPA                     | City of San Diego*                    |
| Santa Fe Irrigation District      | City of Vista**                       |

\*The City of San Diego was only included in Health Care, Retirement Program (including Deferred Compensation and Supplemental Plans) and Vacation and Time-Off analysis.

\*\* The City of Vista was only included in Health Care, Retirement Program, Additional Policies, Vacation and Time-Off Analysis. Findings based on VCMA MOU 2007-2009.

### HEALTH INSURANCE COVERAGE

- ◆ Twelve of 18 survey agencies offer at least one plan with 100 percent coverage for employee only and four of 18 survey agencies offer 100 percent coverage for employee +1 and family.
- ◆ Five agencies offer the CalPERs medical plans, three agencies offer a single plan, and the remainder offer either two or three plan levels.
- ◆ Orange County Sanitation has the lowest employer contribution range at \$229 – \$1,270/month. San Elijo offers the highest employee contribution with a range of \$401 – \$1,853/month.

## SECURITY AND RETIREMENT PLANS

- ◆ Of the 12 survey agencies that utilize CalPERS as the primary retirement system, ten offer an enhanced formula.
- ◆ Five of the 16 survey agencies participate in Social Security.
- ◆ Of those participating in Social Security, only one agency pays the employee contribution, and two have an enhanced CalPERS formula.
- ◆ Only four agencies in the survey offer a Supplemental Retirement Plan.

## RETIREE BENEFITS

- ◆ Fourteen of 16 surveyed agencies provide medical insurance coverage for retirees.
- ◆ Twelve of the 14 agencies providing retiree medical insurance coverage contribute some portion of the premium.
- ◆ Coverage ranges from \$97/month to 100 percent of premium.
- ◆ None of the surveyed agencies offer retiree dental or vision coverage.
- ◆ There is no standard eligibility formula for retiree health insurance. However, the formulas tend to be based on a combination of age 50 or 55 and 5 or 10 years of service.

## VACATION AND TIME OFF POLICIES

- ◆ Of the 18 agencies surveyed, only two offer PTO rather than a combination of vacation and sick leave.
- ◆ Of the 16 agencies offering vacation and sick leave:
  - Median vacation days for year one is 12 and range from 10–13 days.
  - Median sick days for year one is 12 and range from 8–13.5 days.
  - The maximum level of annually accrued vacation days has a median of 23 and range from 16–32.
  - The maximum level of annually accrued sick days has a median of 12 and range from 10–15.
- ◆ Only one of 16 agencies varies sick leave based on longevity; the remaining only vary vacation days.
- ◆ The median number of years of employment needed to reach maximum time off is 20 years and ranges from 10–30 years.
- ◆ The standard number of observed and floating holidays is 12. Of the agencies that deviate, there is only one that deviates more than two days above or below.

#### OTHER PROGRAMS AND POLICIES

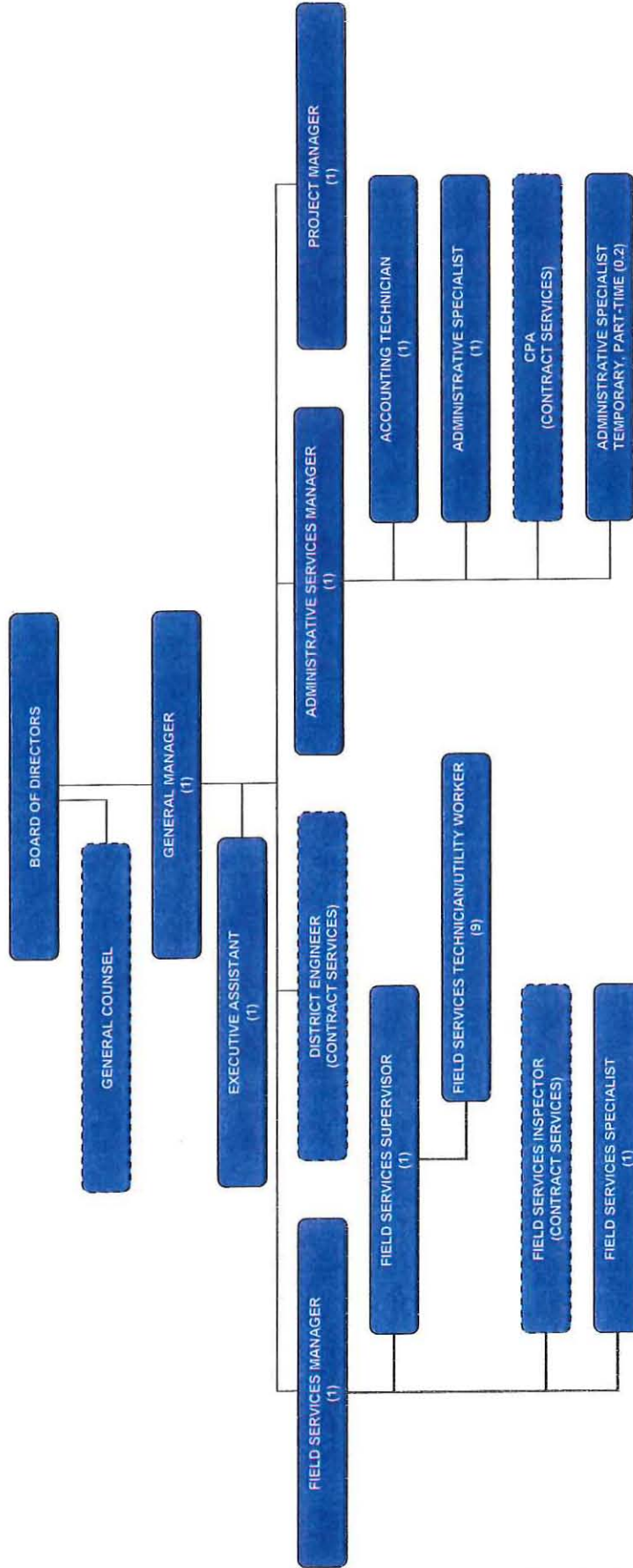
- ♦ Seventeen of 17 survey agencies offer employee assistance programs that range in cost from \$1.72/month/employee to \$5,500 annually.
- ♦ Sixteen of 17 survey agencies offer tuition reimbursement programs that range in maximum reimbursement from \$250 to \$5,250 annually.
- ♦ Nine of 17 survey agencies offer suggestion awards that range in award amount. Formulas are based on type of idea and are paid a one-time amount that is typically less than \$200.
- ♦ Fourteen of 17 survey agencies offer employee recognition awards. Awards are either for length of service or merit and are in the form of gift certificates, cash and plaques.
- ♦ Four of 16 survey agencies provide supplemental pay for longevity ranging from 1–5 percent.
- ♦ Eight of 16 survey agencies provide supplemental pay for licenses/certifications. Three agencies provide a one-time bonus, and five offer an ongoing salary increase.
- ♦ Ten of 15 survey agencies provide supplemental pay for military callback. Four of the 10 agencies go beyond the legally required policy and pay the difference between military pay and agency pay.
- ♦ Of the 17 survey agencies, ten grant salary increases based on Time In Service, four have a variable merit structure and three use a combination of both.



LEADERS IN  
ENVIRONMENTAL  
PROTECTION

# FISCAL YEAR 2008 ORGANIZATIONAL CHART

TOTAL POSITIONS – 18.2 FTE



## ATTACHMENT 2

MAY 14, 2008 REGULAR BOARD MEETING MINUTES

## LEUCADIA WASTEWATER DISTRICT

### Minutes of a Regular Board Meeting

May 14, 2008

A regular meeting of the Board of Directors of the Leucadia Wastewater District (LWD) was held Wednesday, May 14, 2008 at 5:00 p.m., at the District Administration Office at 1960 La Costa Ave., Carlsbad, California.

#### 1. Call to Order

President Sullivan called the meeting to order at 5:00 p.m.

#### 2. Roll Call

|                    |  |
|--------------------|--|
| DIRECTORS PRESENT: | Sullivan, Kulchin, Juliussen, Hanson, and Omsted   |
| DIRECTORS ABSENT:  | None   |
| OTHERS PRESENT:    | General Manager Paul Bushee, District Counsel Wayne Brechtel, Administrative Services Manager Chuck LeMay, Field Services Manager Leo Schempp, Project Manager Robin Morishita, Executive Assistant Trisha Miranda, Richard Duffey with Brownell and Duffey, and District Engineer Steve Deering |

#### 3. Pledge of Allegiance

#### 4. Approval of Agenda

Upon a motion duly made by Director Juliussen, seconded by Director Hanson, and carried, the Board of Directors approved the agenda.

#### 5. Public Comment

There was no public comment.

GM Bushee introduced Mr. Michael Ramirez as LWD's new Utility Worker. The Board of Directors welcomed Mr. Ramirez to LWD.

#### 6. Presentations and Awards

##### A. Award of the California Society of Municipal Finance Officers (CSMFO).

GM Bushee stated that last month, LWD received a certificate of award from CSMFO recognizing the District's efforts in meeting professional standards and criteria in reporting and preparation of the annual financial statements. GM Bushee recognized CPA Richard Duffey, and staff members ASM LeMay and AT McEniry for their efforts in applying for the award.

The Board of Directors congratulated staff for their achievement.

#### 7. Consent Calendar

- A. Minutes for the following meetings:  
April 9, 2008 Regular Board meeting  
April 22, 2008 Special Board meeting

- D. CSDA Legislative Day was held at the Sheraton Grand Sacramento Hotel in Sacramento, CA on May 12, 2008 – report by Directors Juliussen and Sullivan.

President Sullivan and Director Juliussen attended the CSDA Legislative Day Conference. Director Juliussen stated that legislatures are proposing proposition 1A which will help fund the parole realignment by taxing water and wastewater agencies. Director Juliussen noted that CSDA is recommending that Special District members vote no on proposition 98 and yes on proposition 99. President Sullivan and Director Juliussen met with local legislatures or their assistants.

#### **14. Comments, Questions or Requests by Directors**

Director Kulchin thanked FSM Leo Schempp for attending a local elementary school in La Costa and presenting them with information on the District.

Director Juliussen thanked staff for the get well card and thanked Director Hanson for visiting him at the hospital.

#### **15. General Manager's Report**

The following items were reported:

- Two news articles relating to a wastewater service rate increase in Encinitas and the state of wastewater infrastructure in the United States were included as handouts at the meeting. GM Bushee noted that he had a telephone interview with Ms. Ruth Webster of the North County Times relating to the Encinitas article.
- On Friday, staff noticed that a cable was stolen from one of LWD's portable generator and staff notified the police.
- The CSDA Quarterly Dinner is tomorrow night and the carpool will be leaving LWD at 5:30 p.m.
- The District will be participating in the Carlsbad Public Works Day event on Wednesday, May 21, 2008.
- The Employee BBQ is scheduled for Thursday, July 10, 2008 at noon located at Stagecoach Park in Carlsbad.

#### **16. General Counsel's Report**

General Counsel reported he participated on a conference call with the CASA committee. The committee discussed potential regulations for private laterals; such as, the need of a legislation that would include the inspection of private laterals prior to the close of escrow.

President Sullivan called for a ten minute break before meeting in closed session.

#### **17. Closed Session**


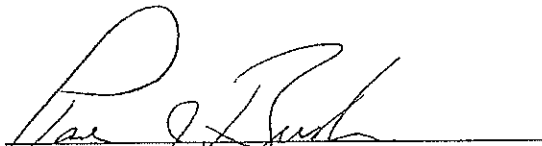
- A. To meet with General Manager Bushee and ASM LeMay to discuss labor negotiation, as authorized under Government Code 54957.6

The Board of Directors met with GM Bushee and ASM LeMay to discuss labor negotiation.

Following discussion, the Board of Directors reported that they had approved the following: 1) establish LWD salary ranges at 10% above the industry average, 2) establish salary range spreads of 25%; 3) a 3% general adjustment to those employees who's salaries would not be increased as part of range adjustments; and 4) maintain staff's benefits at the same level. The Board of Directors will approve funding for these as part of the overall FY 09 Budget approval process in June 2008.

**18. Adjournment**

President Sullivan adjourned the meeting at 7:50 p.m.

  
Elaine Sullivan, President  
Paul J. Bushee  
Secretary/General Manager  
(SEAL)


## ATTACHMENT 3

### STAFF REPORT: 2011 SALARY COMPENSATION STUDY

## MEMORANDUM

Ref: 12-3115

**DATE:** January 5, 2012  
**TO:** Human Resources Committee  
**FROM:** Paul J. Bushee, General Manager  
**SUBJECT:** Salary and Compensation Study



### RECOMMENDATION:

Staff requests that the Human Resources Committee:

1. Discuss and provide direction, as appropriate.

### BACKGROUND:

At the August 2011 Board of Director's meeting, Director Kulchin requested that the District conduct an independent compensation survey during the current fiscal year. This issue was briefly discussed at the December 2011 Board meeting and the Board referred this matter to the Human Resources Committee (HRC) for further discussion.

LWD provides compensation information to the HRC and the Board of Directors on an annual basis as part of the budget preparation process. This information is generally collected and disseminated by staff; however, it is occasionally compiled by an independent source.

The most recent independent compensation survey was conducted in April 2008 by Mr. Allan Crecelius from Reward Strategy Group (RSG). This survey not only compared District compensation data with 18 similar agencies but also provided a benchmark job analysis upon which a salary survey database was established. As a result of this job analysis, the Board set LWD salary ranges at a minimum of 10% above the compensation survey average.

### DISCUSSION:

Since 2008, staff has annually conducted an internal compensation survey using the same agency base and job analysis benchmark established by RSG. A copy of the 2011 internal compensation survey has been attached for your review. Staff believes that the benchmarks established in the independent survey provide the best compensation comparison.

Staff has not planned or budgeted for an independent compensation analysis during FY 2012. Staff requested an estimate from RSG since they are most familiar with our organization and have an initial database already established. The estimate to provide services similar to the 2008 survey is \$28,000.

If the HRC and the Board are interested in conducting the compensation analysis during FY 2012, a mid-year budget appropriation would be required. Another alternative is to budget sufficient funds and conduct the independent analysis during next fiscal year (FY 2013).

Staff requests that the Human Resources Committee discuss and provide direction, as appropriate.

cal:PJB

Attachment

**Leucadia Wastewater District  
2011 Salary Survey  
Summary of Survey Data**

| District Class                  | District Range<br>Max (\$) | #<br>Comparisons | Survey<br>Average (\$) | LWWD vs<br>Average | District Rank |
|---------------------------------|----------------------------|------------------|------------------------|--------------------|---------------|
| Administrative Services Manager | 141,831                    | 16               | 134,738                | 5.3%               | 6             |
| Technical Services Manager      | 141,831                    | 16               | 136,210                | 4.1%               | 7             |
| Field Services Superintendent   | 118,193                    | 11               | 110,523                | 6.9%               | 3             |
| Field Services Supervisor       | 98,494                     | 17               | 90,367                 | 9.0%               | 3             |
| Field Services Specialist       | 82,078                     | 13               | 71,886                 | 14.2%              | 1             |
| Field Services Technician III   | 74,593                     | 17               | 67,709                 | 10.2%              | 2             |
| Field Services Technician II    | 65,137                     | 15               | 61,220                 | 6.4%               | 6             |
| Field Services Technician I     | 58,518                     | 16               | 54,500                 | 7.4%               | 3             |
| FST-In-Training                 | 50,534                     | 11               | 46,390                 | 8.9%               | 2             |
| Executive Assistant             | 82,078                     | 15               | 73,662                 | 11.4%              | 4             |
| Accounting Technician           | 69,707                     | 15               | 61,461                 | 13.4%              | 3             |
| Administrative Specialist       | 58,518                     | 17               | 54,763                 | 6.9%               | 4             |

## ATTACHMENT 4

### JANUARY 10, 2012 HRC MEETING MINUTES

**LEUCADIA WASTEWATER DISTRICT**  
**Minutes of a Human Resource Committee Meeting**  
**January 10, 2012**

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A meeting of the Human Resource Committee (HRC) of Leucadia Wastewater District (LWD) was held January 10, 2012 at 9:30 a.m., at the LWD Administration Office located at 1960 La Costa Ave., Carlsbad, California.

**1. Call to Order**

Chairperson Hanson called the meeting to order at 9:30 p.m.

**2. Roll Call**

DIRECTORS PRESENT: Kulchin and Hanson

DIRECTORS ABSENT: None

OTHERS PRESENT: General Manager Paul Bushee, Administrative Services Manager Chuck LeMay, and Executive Assistant Trisha Hill

**3. Public Comment**

No public comment was received.

**4. Old Business**

None.

**5. New Business**

**A. Review and discuss salary and compensation study.**

GM Bushee presented the item stating that Director Kulchin suggested that staff look into conducting an independent compensation study. GM Bushee provided background information on the District's 2008 Compensation survey completed by Reward Strategic Group (RSG). He noted that since 2008, staff has been conducting compensation surveys using the same classifications as RSG.

ASM LeMay stated that the 2011 survey was included in the agenda for review.

President Hanson requested a report that contained detailed survey data for each classification. ASM LeMay provided that information during the meeting. The HRC reviewed the detailed data report and asked several questions pertaining to the report.

GM Bushee also presented a PowerPoint with information relating to the District's turnover rate within the last seven years, the median salary range, and the amount of organization incentive received by employees over the past few years.

Following discussion, the HRC determined that an independent compensation study was not necessary this fiscal year or next fiscal year.

**6. Information Items**

None.

7. **Director's Comments**

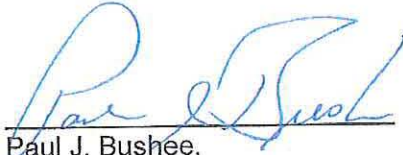
None.

8. **General Manager's Comments**

None.

9. **Adjournment**

Chairperson Hanson adjourned the meeting at approximately 10:30 a.m.



Paul J. Bushee,  
Secretary/Manager  
(Seal)