


AGENDA

**HUMAN RESOURCES COMMITTEE MEETING
LEUCADIA WASTEWATER DISTRICT
Tuesday, September 4, 2018 – 1:00 P.M.
1960 La Costa Avenue, Carlsbad, CA 92009**

- 1. Call to Order**
- 2. Roll Call**
- 3. Public Comment**
- 4. New Business**
 - A. Receive and file the Koff & Associates Base Salary Study Report.
(Pages 3-72)
 - B. Adopt Resolution No. 2304 – Updating LWD’s Compensation Policy.
(Pages 73-87)
- 5. Information Items**
 - A. Update on LWD’s Risk Management & Safety Program (verbal)
- 6. Directors’ Comments**
- 7. General Manager’s Comments**
- 8. Adjournment**

MEMORANDUM

Ref: 19-6309

DATE: August 30, 2018
TO: Human Resources Committee
FROM: Paul J. Bushee, General Manager 
SUBJECT: **Koff & Associates' Base Salary Study Report**

RECOMMENDATION:

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

1. Receive and file the Koff & Associates' (Koff) Base Salary Study Report.
2. Discuss and provide direction, as appropriate.

BACKGROUND:

In November 2017, the Board authorized staff to conduct a compensation study for LWD employees, and staff subsequently contracted with Koff to perform this study. Koff presented the study's findings to the Human Resources Committee (HRC) at its May 15, 2018 meeting. The Board reviewed the recommended salary grades at the May Budget Workshop and approved the new salary grades at its regular June meeting.

At Director Hanson's request, the Board also directed staff to work with Koff and update the study to include San Eljo Joint Powers Authority (SEJPA) as one of the comparator agencies in the report. As such, the compensation report was never formally received and filed by the Board.

DISCUSSION:

During June and July, staff worked with Koff to update the compensation report to include the SEJPA data. Based on the SEJPA information, Koff determined that the overall findings and recommendations of the initial report in May remain unchanged. Attachment A includes the initial May 7, 2018 report and Attachment B includes the amended July 31, 2018 final report that incorporates the SEJPA data for your review. Collectively, these reports constitute the final compensation report to be received and filed.

Please note, that the Fiscal Year 2019 (FY 19) salary grades approved by the Board in June vary somewhat from the salary grade placement included in Koff's report. Staff has included that approved FY 19 salary grades in Attachment C for your information.

Staff requests that the HRC recommend that the Board receive and file the Base Salary Study Report by Koff & Associates.

PJB:

Attachments

ATTACHMENT A
KOFF & ASSOCIATES
BASE SALARY STUDY
May 7, 2018



CONFIDENTIAL

May 7, 2018

Base Salary Study

Draft Report

Leucadia Wastewater District

KOFF & ASSOCIATES

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May 7, 2018

Paul Bushee
General Manager
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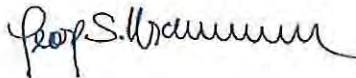
Dear Mr. Bushee:

Koff & Associates is pleased to present the Base Salary Study Final Report to the Leucadia Wastewater District. This report documents the market compensation survey methodology, findings, and recommendations for implementation.

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

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. It was a pleasure working with Leucadia Wastewater District and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,



Georg Krammer
Chief Executive Officer



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EXECUTIVE SUMMARY

Background

In February and March, 2018, Koff & Associates (“K&A”) conducted a comprehensive Base Salary Study for Leucadia Wastewater District (LWWD). All compensation findings and recommendations are presented in this report.

This compensation review process was precipitated by:

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

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

Summary of Findings

This report summarizes the study methodology, analytical tools, and the salary survey findings. The results of the base salary study showed:

- LWWD’s *base salaries, overall, in comparison to the market median are 8.6% above the market.*
- K&A considers a classification falling within 5% of the median to be competitive.

STUDY PROCESS

Benchmark Classifications

The study included 14 classifications, and all classifications were selected in order to collect salary data within the defined labor market.

The classifications are listed in Table 1.

Table 1. Market Survey Classifications

Classification Title
1. Accounting Technician
2. Administrative Services Manager
3. Administrative Services Supervisor



Classification Title
4. Administrative Specialist I
5. Administrative Specialist II
6. Executive Assistant
7. Field Services Specialist
8. Field Services Superintendent
9. Field Services Supervisor
10. Field Services Technician I
11. Field Services Technician II
12. Field Services Technician III
13. Field Services Technician-In-Training
14. Technical Services Manager

Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. K&A surveyed the same agencies that LWWD used in the internal 2017 base salary study. When selecting comparator agencies, the following factors are typically considered:

1. **Organizational type and structure** – It is generally recommended that agencies of a similar size and providing similar services to that of LWWD be used as comparators.

When it comes to technical classes, the size of an organization is not as critical, as these classes perform fairly similar work. The difference in size of an organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Factors such as management of a large staff, consequence of error, the political nature of the job, and its visibility all grow with larger organizations. When it is difficult to find agencies that are similarly sized, it is important to get a good balance of smaller and larger agencies.

2. **Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
3. **Scope of services provided** – For the majority of classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal



for comparators and the comparator agencies surveyed provide similar services to LWWD.

4. **Labor market and geographic location** – In the reality that is today’s labor market, many agencies are in competition for the same pool of qualified employees. Individuals often don’t live in the communities they serve. The geographic labor market area, where LWWD may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to LWWD, the resulting labor market data generally reflects the region’s cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to LWWD.

All factors mentioned should be considered in selecting the group of comparator agencies. LWWD’s compensation survey included the following eighteen (18) agencies.

Table 2. Comparator Agencies

Agency
1. City of Carlsbad
2. City of Encinitas
3. City of Escondido
4. City of Oceanside
5. City of Vista
6. Eastern Municipal Water District
7. Encina Wastewater Authority
8. Fallbrook Public Utility District
9. Helix Water District
10. Olivenhain Municipal Water District
11. Otay Water District
12. Padre Dam Municipal Water District
13. Rainbow Municipal Water District
14. Ramona Municipal Water District
15. Santa Fe Irrigation District
16. Vallecitos Water District
17. Valley Center Municipal Water District



Agency
18. Vista Irrigation District

Salary Data

The last element requiring discussion prior to beginning a market survey is the specific data that will be collected and analyzed. Since this was a base salary study, no benefits data is included in the overall analysis; hence the data sheets present Annual Top Base Salary analyses to the top of the salary range and/or a control point.

Data was collected during the months of February and March 2018, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

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

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

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

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



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

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

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

Data Spreadsheets

For each benchmark classification, there is a Top Annual Base Salary Data sheet. The average (mean) and median (midpoint) of the comparator agencies are reported on the top annual salary data spreadsheets. The % above or below that LWWD is compared to the average and median is also reported.

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

In order to calculate the mean and median, K&A requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for all 14 benchmark classifications.

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values. In addition, LWWD’s compensation philosophy is market median plus 10%.

MARKET COMPENSATION FINDINGS

The following table represents a summary of the market top annual (base) salary findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top annual salary market median is listed. The table is sorted by top annual salary in descending order from the most positive percentile (above market) to the most negative (below market).



Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Annual % Above or Below
Administrative Specialist I	12	15.2%
Administrative Specialist II	15	14.2%
Administrative Services Supervisor	13	13.6%
Accounting Technician	16	13.3%
Field Services Specialist	16	13.0%
Administrative Services Manager	13	9.9%
Field Services Superintendent	11	9.1%
Field Services Supervisor	14	8.1%
Technical Services Manager	9	3.0%
Field Services Technician III	16	2.7%
Executive Assistant	17	2.1%
Field Services Technician II	17	2.1%
Field Services Technician I	17	-0.5%
Field Services Technician-In-Training	6	-5.9%

Base Salary

Top annual salary market results show that twelve (12) classifications are paid above the market median:

- Four (4) classifications are paid above the market median by less than 5%;
- Three (3) classifications are paid above the market median by more than 5% and less than 10%;
- Four (4) classifications are paid above the market median by more than 10% and less than 15%; and
- One (1) classification is paid above the market median by more than 15%.

Top annual salary market results show that two (2) classifications are paid below the market median:



- One (1) classification is paid below the market median by less than 5%; and
- One (1) classification is paid below the market median by more than 5% and less than 10%.

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

INTERNAL SALARY RELATIONSHIPS

In addition to salary levels established for LWWD's classes based on the market survey, internal salary relationships can be developed and consistently applied in order to develop appropriate alignments and salary differentials between the District's classifications. This will help LWWD ensure internal equity across the organization.

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

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

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

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

For the purposes of this study, K&A utilized market data to develop the salary recommendations for all of the benchmarked classifications and also considered internal relationships between



those classifications that have similar scope of work, level of responsibility, and “worth” to LWWD. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for LWWD management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

It is also important to analyze market data and internal relationships within class series as well as across the organization, and make adjustments to salary range placements, as necessary, based on the needs of the organization.

LWWD may want to make additional internal equity adjustments or alignments, as it implements the compensation strategy. This market survey is only a tool to be used by LWWD to determine market indexing and salary determination.

RECOMMENDATIONS

Pay Philosophy

LWWD has many options regarding what type of compensation plan it wants to implement. This decision will be based on what LWWD’s pay philosophy is, at which level it desires to pay its employees compared to the market, whether it is going to consider additional alternative compensation programs, and how great the competition is with other agencies over recruitment of a highly-qualified workforce. Currently, LWWD’s compensation philosophy is market median plus 10%.

Proposed Salary Structure

Currently, LWWD has a salary structure with ranges that are approximately 5.0% apart from one another. Each salary range has range minimum and a maximum. It is recommended that LWWD maintain a similar salary structure. Appendix III contains the current salary range structure.

It is important to note that the salary range structure connects all salary ranges, and their steps, by formula, thereby allowing for COLAs to be applied to only one-dollar figure in the table/matrix, which then automatically updates the entire table. Due to the formula that connects each range to the next (with 5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 5% differentials between ranges, four ranges should represent a 20% differential. However, because the compounding effect of 5%, on top of 5%, on top of 5%, and so on, the differential between Range 1 and Range 5 is not exactly 20%, but it is slightly greater.

Proposed Salary Range Placements

Appendix IV illustrates the proposed salary range placement for each classification based on the market data as well as the internal relationship analysis. The recommendations are based on base salary market results. The following calculation was used:



1. Multiplied LWWD’s current top annual salary by the percentage difference between LWWD’s base salary and the base salary market median + 10% to calculate the Market Placement Salary.
2. The classification was then placed within the proposed salary range with a maximum salary closest to the Market Placement Salary.

K&A also modified the current internal alignment in certain instances where it seemed warranted based on market-supported groupings and/or compaction issues.

For all classifications, this primary implementation procedure must be completed only at the initial time of implementation. In the future, if LWWD decides to implement annual across-the-board cost of living adjustment increases, only the salary schedule that was developed and included herein needs to be increased by the appropriate percentage, and each individual salary range will move up with this adjustment. This will ensure that the internal salary relationships are preserved and the salary schedule remains structured and easily administered.

Options for Implementation

While LWWD may be interested in bringing all salaries to the market median, in some cases this goal may not be reached with a single adjustment. In this case, one option is to use a phased implementation approach. Normally, if the compensation implementation program must be carried over months or years, the classes that are farthest from the target market alignment should receive the greatest equity increase (separate from any cost of living increase). If a class falls within 5% of the market target, it would be logical to make no equity adjustment in the first round of changes. However, if a class is more than 5% (or in this case, more than 10%) below the market target, a higher percentage change may be initially warranted to reduce the disparity.

For example, if LWWD decided to implement the recommendations over a three-year period, then the following guidelines could be applied for the initial increase of the three-year implementation plan:

Table 4. Three-Year Implementation Proposal

Market Target Disparity	% Increase
0 to 4.99%	0 to 2.49%
5.0% to 9.99%	2.5% to 4.99%
10.0% to 14.99%	5.0% to 7.49%
15.0% to 19.99%	7.5% to 9.99%
20.0% and above	10.0%

The initial first year adjustment would provide a portion of the equity increase and place the class into the closest step (but not below) where they are now. Subsequent increases would be spaced



on a similar schedule (at annual intervals) based upon the remaining disparity after each adjustment.

Please note that typically, for those classes that had a market target disparity of 0 to 4.99%, we recommend a 0% increase in the first year and an adjustment in the second year. Depending upon LWWD's financial situation, which will have to be reviewed before each further adjustment is made, all market disparity adjustments are intended to be completed by the third year.

Another option is to move employees into the salary range that is recommended for each class based on this market study and to the place within the new range that is closest to their current compensation. If employees' current salaries are significantly below market so that their current compensation falls below the bottom of the newly recommended range, then larger adjustments would be needed to move those employees at least to the bottom of the new salary range.

LWWD may spend additional time to go through a process of deliberation and decision-making as to what compensation philosophy it should implement to attract, motivate, and retain a high-quality workforce. However, LWWD may want to consider adjusting those classifications' salaries that are currently below the market median as soon as possible, assuming that incumbents' performance meets LWWD's level of expectation.

When classifications are over the market target (again, in this case median plus 10%), K&A typically recommends Y-rating employees whose current pay exceeds the maximum of the recommended range until the market numbers "catch up" with their current salary. To Y-rate an employee means to keep the employee's salary frozen and to provide no salary increases (including no cost of living adjustments) until the employee's current salary is within the recommended salary range. This will result in no immediate loss of income, but will delay any future increases until the incumbent's salary is within the salary range.

Other options to "freezing" a classification's salary in place until the market catches up are:

- **"Grandfathering" of salary ranges:** This means that the salary range for the classification is adjusted down to what the market numbers are. However, current incumbents would continue being paid at the current rate of pay (which would put them outside of the new and adjusted salary range for the class) until they separate from employment with LWWD. Any new-hires would be paid within the newly established salary range.
- **Single-incumbent classes:** If a class only has one incumbent, an option would be to wait until the person separates from employment with LWWD and then adjust the salary range for the class according to the market.
- **Recent hires:** Some employees who have recently been hired may still be at the lower end of their current salary range. So, even if the top of their current salary range is above market, the incumbents are currently still paid below the market maximum because they are not at the top of their current salary range. In this case, an immediate salary range adjustment could be made to bring the salary range within the market. This would bring the affected incumbents either to the top of the market range or very close to it, but they would not technically be Y-rated or lose any pay.



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Another option, of course, is to actually reduce salaries down to the market. However, from an employee relations perspective this may not be a viable option.

USING THE MARKET DATA AS A TOOL

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

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

Respectfully submitted by,
Koff & Associates

A handwritten signature in blue ink that reads "Georg Krammer".

Georg Krammer
Chief Executive Officer



Appendix I

Results Summary

Leucadia Wastewater District - Results Summary
March 2018

Classification	Top Monthly Salary Data					# of Matches
	Top Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	
Accounting Technician	\$ 81,647	\$ 69,082	15.4%	\$ 70,827	13.3%	16
Administrative Services Manager	\$ 179,375	\$ 164,306	8.4%	\$ 161,661	9.9%	13
Administrative Services Supervisor	\$ 115,365	\$ 100,647	12.8%	\$ 99,732	13.6%	13
Administrative Specialist I	\$ 68,542	\$ 52,234	23.8%	\$ 58,105	15.2%	12
Administrative Specialist II	\$ 76,295	\$ 60,879	20.2%	\$ 65,437	14.2%	15
Executive Assistant	\$ 96,137	\$ 89,620	6.8%	\$ 94,133	2.1%	17
Field Services Specialist	\$ 96,137	\$ 82,409	14.3%	\$ 83,615	13.0%	16
Field Services Superintendent	\$ 138,437	\$ 130,970	5.4%	\$ 125,801	9.1%	11
Field Services Supervisor	\$ 115,365	\$ 105,924	8.2%	\$ 106,047	8.1%	14
Field Services Technician I	\$ 68,542	\$ 67,581	1.4%	\$ 68,852	-0.5%	17
Field Services Technician II	\$ 76,295	\$ 74,634	2.2%	\$ 74,664	2.1%	17
Field Services Technician III	\$ 87,370	\$ 82,319	5.8%	\$ 84,978	2.7%	16
Field Services Technician-In-Training	\$ 59,190	\$ 62,948	-6.3%	\$ 62,683	-5.9%	6
Technical Services Manager	\$ 179,375	\$ 165,807	7.6%	\$ 173,940	3.0%	9
		AVERAGE:	9.0%	AVERAGE:	7.1%	
		MEDIAN:	7.9%	MEDIAN:	8.6%	

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Appendix II

Market Compensation Findings

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Monthly Salary)
March 2018

Accounting Technician						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Vista Irrigation District	Accounting Technician	\$ 87,701	1/1/2018	unknown	unknown
2	Valley Center Municipal Water District	Accounting Specialist II	\$ 83,691	6/23/2017	unknown	unknown
3	Rainbow Municipal Water District	Accounting Specialist II	\$ 83,100	1/23/2018	unknown	unknown
4	Leucadia Wastewater District	Accounting Technician	\$ 81,647	7/1/2017	7/1/2018	2.5%
5	Santa Fe Irrigation District	Accounting Technician	\$ 74,136	1/1/2018	unknown	unknown
6	Olivenhain Municipal Water District	Accountant I	\$ 73,174	6/24/2017	6/23/2018	unknown
7	Vallecitos Water District	Accounting Technician	\$ 72,864	10/4/2017	3/1/2018	3.50%
8	Otay Water District	Accounting Technician	\$ 72,437	7/1/2017	unknown	unknown
9	Fallbrook Public Utility District	Accounting/Customer Service Assistant II	\$ 70,937	7/1/2017	unknown	unknown
10	Helix Water District	Accounting Technician	\$ 70,716	7/1/2017	unknown	unknown
11	Encina Wastewater Authority	Administrative Assistant III	\$ 68,493	7/1/2017	unknown	unknown
12	Eastern Municipal Water District	Finance Technician II	\$ 65,437	1/1/2018	unknown	unknown
13	City of Encinitas	Finance Technician III	\$ 65,208	7/1/2017	unknown	unknown
14	City of Carlsbad	Accounting Technician	\$ 59,530	12/19/2016	unknown	unknown
15	City of Vista	Accounting Technician	\$ 59,076	8/23/2017	unknown	unknown
16	City of Oceanside	Accounting Technician	\$ 57,072	7/2/2017	unknown	unknown
17	City of Escondido	Accounting Assistant II	\$ 41,736	9/7/2017	unknown	unknown
18	Ramona Municipal Water District	N/C				
19	Padre Dam Municipal Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 69,082
% Leucadia Wastewater District Above/Below	15.4%
Median of Comparators	\$ 70,827
% Leucadia Wastewater District Above/Below	13.3%
Number of Matches	16

N/C - Non Comparator

Administrative Services Manager						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Olivenhain Municipal Water District ¹	Finance Manager	\$ 187,826	6/24/2017	6/23/2018	unknown
2	Santa Fe Irrigation District	Administrative Services Manager	\$ 186,963	1/1/2018	unknown	unknown
3	Valley Center Municipal Water District	Director of Finance and Administration	\$ 180,683	6/23/2017	unknown	unknown
4	Vallecitos Water District ⁵	Administrative Services Manager	\$ 179,700	10/4/2017	3/1/2018	3.50%
5	Leucadia Wastewater District	Administrative Services Manager	\$ 179,375	7/1/2017	7/1/2018	2.5%
6	Ramona Municipal Water District ⁴	[Administrative Services Manager / Chief Financial Officer]	\$ 178,298	1/1/2018	unknown	unknown
7	Helix Water District ¹	Assistant Director of Administrative Services - Finance Manager	\$ 162,096	7/1/2017	unknown	unknown
8	Vista Irrigation District ¹	Finance Manager	\$ 161,661	1/1/2018	unknown	unknown
9	Rainbow Municipal Water District	Human Resources Manager	\$ 152,292	1/23/2018	unknown	unknown
10	Otay Water District ²	Finance Manager, Controller & Budgetary Services	\$ 150,591	7/1/2017	unknown	unknown
11	Padre Dam Municipal Water District ³	[Director of Human Resources / Accounting Manager]	\$ 150,354	7/1/2017	unknown	unknown
12	Fallbrook Public Utility District	Human Resources Manager	\$ 148,821	7/1/2017	unknown	unknown
13	Eastern Municipal Water District ¹	Controller	\$ 148,704	1/1/2018	unknown	unknown
14	Encina Wastewater Authority ²	Human Resources Manager	\$ 147,986	7/1/2017	unknown	unknown
15	City of Vista	N/C				
16	City of Oceanside	N/C				
17	City of Escondido	N/C				
18	City of Encinitas	N/C				
19	City of Carlsbad	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 164,306
% Leucadia Wastewater District Above/Below	8.4%
Median of Comparators	\$ 161,661
% Leucadia Wastewater District Above/Below	9.9%
Number of Matches	13

N/C - Non Comparator

1 - Eastern Municipal Water District, Encina Wastewater Authority, Helix Water District, Olivenhain Municipal Water District, Vista Irrigation District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those.

2 - Otay Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; the salary displayed is the same for both classifications.

3 - Padre Dam Municipal Water District: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

4 - Ramona Municipal Water District: Span of responsibility match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches. CFO also oversees small staff of customer service and purchasing.

5 - Vallecitos Water District: Position also has responsibilities for public information, conservation, HR, risk management and IT.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Monthly Salary)
March 2018

Administrative Services Supervisor						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Otay Water District	Senior Human Resources Analyst	\$ 117,992	7/1/2017	unknown	unknown
2	Leucadia Wastewater District	Administrative Services Supervisor	\$ 115,365	7/1/2017	7/1/2018	2.5%
3	Santa Fe Irrigation District	Human Resources Administrator	\$ 112,597	1/1/2018	unknown	unknown
4	Ramona Municipal Water District	Management Analyst	\$ 108,264	1/1/2018	unknown	unknown
5	City of Carlsbad	Senior Management Analyst	\$ 107,900	unknown	unknown	unknown
6	Helix Water District	Human Resources Analyst, Senior	\$ 104,484	7/1/2017	unknown	unknown
7	Eastern Municipal Water District	Senior Human Resources Analyst	\$ 103,522	1/1/2018	unknown	unknown
8	City of Oceanside	Senior Human Resources Analyst	\$ 99,732	7/2/2017	unknown	unknown
9	Olivenhain Municipal Water District	Human Resources Analyst	\$ 97,656	6/24/2017	6/23/2018	unknown
10	Padre Dam Municipal Water District	Human Resources Specialist (25)	\$ 97,452	7/1/2017	unknown	unknown
11	City of Encinitas	Human Resources Analyst III	\$ 95,616	7/1/2017	unknown	unknown
12	City of Escondido	Senior Human Resources Analyst	\$ 92,220	unknown	unknown	unknown
13	Vallecitos Water District	Human Resources Analyst	\$ 88,572	10/4/2017	3/1/2018	3.50%
14	City of Vista	Human Resources Analyst	\$ 82,404	8/23/2017	unknown	unknown
15	Valley Center Municipal Water District	N/C				
16	Fallbrook Public Utility District	N/C				
17	Encina Wastewater Authority	N/C				
18	Rainbow Municipal Water District	N/C				
19	Vista Irrigation District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 100,647
% Leucadia Wastewater District Above/Below	12.8%
Median of Comparators	\$ 99,732
% Leucadia Wastewater District Above/Below	13.6%
Number of Matches	13

N/C - Non Comparator

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Leucadia Wastewater District - Market Compensation Data (Sorted by Top Monthly Salary)
March 2018

Administrative Specialist I						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Leucadia Wastewater District	Administrative Specialist I	\$ 68,542	7/1/2017	7/1/2018	2.5%
2	Helix Water District	Administrative Assistant I	\$ 64,152	7/1/2017	unknown	unknown
3	Rainbow Municipal Water District	Administrative Assistant I	\$ 62,844	1/23/2018	unknown	unknown
4	Padre Dam Municipal Water District	Administrative Assistant (13)	\$ 60,900	7/1/2017	unknown	unknown
5	Encina Wastewater Authority	Administrative Assistant I	\$ 59,796	7/1/2017	unknown	unknown
6	Valley Center Municipal Water District	Administrative Assistant I	\$ 59,478	6/23/2017	unknown	unknown
7	Eastern Municipal Water District	Administrative Assistant I	\$ 59,384	1/1/2018	unknown	unknown
8	Olivenhain Municipal Water District	Department Assistant I	\$ 56,826	6/24/2017	6/23/2018	unknown
9	City of Encinitas	Program Assistant I	\$ 44,952	7/1/2017	unknown	unknown
10	City of Carlsbad	Office Specialist I	\$ 42,016	12/19/2016	unknown	unknown
11	City of Oceanside	Office Specialist I	\$ 40,476	7/2/2017	unknown	unknown
12	City of Vista	Office Specialist I	\$ 39,996	8/23/2017	unknown	unknown
13	City of Escondido	Department Aide	\$ 35,988	9/7/2017	unknown	unknown
14	Santa Fe Irrigation District	N/C				
15	Otay Water District	N/C				
16	Ramona Municipal Water District	N/C				
17	Fallbrook Public Utility District	N/C				
18	Vista Irrigation District	N/C				
19	Vallecitos Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 52,234
% Leucadia Wastewater District Above/Below	23.8%
Median of Comparators	\$ 58,105
% Leucadia Wastewater District Above/Below	15.2%
Number of Matches	12

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Monthly Salary)
March 2018

Administrative Specialist II						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Leucadia Wastewater District	Administrative Specialist II	\$ 76,295	7/1/2017	7/1/2018	2.5%
2	Valley Center Municipal Water District	Administrative Assistant III	\$ 72,295	6/23/2017	unknown	unknown
3	Rainbow Municipal Water District	Administrative Assistant II	\$ 72,264	1/23/2018	unknown	unknown
4	Helix Water District	Administrative Assistant II	\$ 70,716	7/1/2017	unknown	unknown
5	Padre Dam Municipal Water District	Administrative Assistant (15)	\$ 67,829	7/1/2017	unknown	unknown
6	Santa Fe Irrigation District	Administrative Assistant	\$ 67,786	1/1/2018	unknown	unknown
7	Fallbrook Public Utility District	Administrative Office Specialist	\$ 67,518	7/1/2017	unknown	unknown
8	Encina Wastewater Authority	Administrative Assistant II	\$ 66,495	7/1/2017	unknown	unknown
9	Eastern Municipal Water District	Administrative Assistant II	\$ 65,437	1/1/2018	unknown	unknown
10	Vallecitos Water District	Operations & Maintenance Assistant	\$ 64,500	10/4/2017	3/1/2018	3.50%
11	Olivenhain Municipal Water District	Department Assistant II	\$ 64,230	6/24/2017	6/23/2018	unknown
12	City of Encinitas	Program Assistant II	\$ 55,068	7/1/2017	unknown	unknown
13	City of Carlsbad	Office Specialist III	\$ 49,754	12/19/2016	unknown	unknown
14	City of Oceanside	Office Specialist II	\$ 44,532	7/2/2017	unknown	unknown
15	City of Vista	Office Specialist II	\$ 43,020	8/23/2017	unknown	unknown
16	City of Escondido	Department Assistant	\$ 41,736	9/7/2017	unknown	unknown
17	Otay Water District	N/C				
18	Ramona Municipal Water District	N/C				
19	Vista Irrigation District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 60,879
% Leucadia Wastewater District Above/Below	20.2%
Median of Comparators	\$ 65,437
% Leucadia Wastewater District Above/Below	14.2%
Number of Matches	15

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Monthly Salary)
March 2018

Executive Assistant						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Padre Dam Municipal Water District	Board Secretary	\$ 114,300	7/1/2017	unknown	unknown
2	Otay Water District	District Secretary	\$ 112,374	7/1/2017	unknown	unknown
3	Rainbow Municipal Water District	Executive Assistant/Board Secretary	\$ 109,908	1/23/2018	unknown	unknown
4	Valley Center Municipal Water District	Executive Assistant & Secretary to the Board	\$ 101,727	6/23/2017	unknown	unknown
5	Vallecitos Water District	Executive Secretary	\$ 100,068	10/4/2017	3/1/2018	3.50%
6	Vista Irrigation District	Executive Assistant/Board Secretary	\$ 99,279	1/1/2018	unknown	unknown
7	Fallbrook Public Utility District	Secretary	\$ 97,793	7/1/2017	unknown	unknown
8	Olivenhain Municipal Water District	Executive Secretary	\$ 97,656	6/24/2017	6/23/2018	unknown
9	Leucadia Wastewater District	Executive Assistant	\$ 96,137	7/1/2017	7/1/2018	2.5%
10	Santa Fe Irrigation District	Executive Assistant/Board Secretary	\$ 94,133	1/1/2018	unknown	unknown
11	Encina Wastewater Authority	Administrative Assistant IV	\$ 90,302	7/1/2017	unknown	unknown
12	Eastern Municipal Water District	Senior Executive Assistant	\$ 83,366	1/1/2018	unknown	unknown
13	Helix Water District	Assistant Board Secretary	\$ 77,976	7/1/2017	unknown	unknown
14	City of Encinitas	Executive Assistant	\$ 76,608	7/1/2017	unknown	unknown
15	City of Carlsbad	Secretary to the City Manager	\$ 76,200	7/3/2017	unknown	unknown
16	City of Escondido	Executive Assistant - City Manager	\$ 70,104	9/7/2017	unknown	unknown
17	City of Vista	Secretary to the City Manager	\$ 68,028	8/23/2017	unknown	unknown
18	City of Oceanside	Administrative Secretary	\$ 53,724	7/2/2017	unknown	unknown
19	Ramona Municipal Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 89,620
% Leucadia Wastewater District Above/Below	6.8%
Median of Comparators	\$ 94,133
% Leucadia Wastewater District Above/Below	2.1%
Number of Matches	17

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Monthly Salary)
March 2018

Field Services Specialist						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Vista Irrigation District	Engineering Specialist II	\$ 99,279	1/1/2018	unknown	unknown
2	Padre Dam Municipal Water District	Engineering Technician (25)	\$ 97,452	7/1/2017	unknown	unknown
3	Leucadia Wastewater District	Field Services Specialist	\$ 96,137	7/1/2017	7/1/2018	2.5%
4	Vallecitos Water District	Engineering Technician III	\$ 93,000	10/4/2017	3/1/2018	3.50%
5	Helix Water District	Senior Engineering Technician	\$ 90,264	7/1/2017	unknown	unknown
6	Otay Water District	Senior Engineering Technician	\$ 88,047	7/1/2017	unknown	unknown
7	City of Oceanside	Senior Engineering Assistant	\$ 87,468	7/2/2017	unknown	unknown
8	City of Encinitas	Engineering Specialist III	\$ 84,216	7/1/2017	unknown	unknown
9	Valley Center Municipal Water District	Engineering Technician II	\$ 83,691	6/23/2017	unknown	unknown
10	Santa Fe Irrigation District	Engineering Technician	\$ 83,539	1/1/2018	unknown	unknown
11	Fallbrook Public Utility District ¹	[Operations Specialist / Engineering Technician II]	\$ 80,286	7/1/2017	unknown	unknown
12	Eastern Municipal Water District	Engineering Technician II	\$ 77,563	1/1/2018	unknown	unknown
13	City of Vista	Engineering Technician II	\$ 73,572	8/23/2017	unknown	unknown
14	Olivenhain Municipal Water District	Engineering & Right of Way Coordinator	\$ 73,174	6/24/2017	6/23/2018	unknown
15	Ramona Municipal Water District	Engineering Technician	\$ 71,406	1/1/2018	unknown	unknown
16	City of Carlsbad	Engineering Technician II	\$ 70,491	7/3/2017	unknown	unknown
17	City of Escondido	Engineering Technician II	\$ 65,100	9/7/2017	unknown	unknown
18	Encina Wastewater Authority	N/C				
19	Rainbow Municipal Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 82,409
% Leucadia Wastewater District Above/Below	14.3%
Median of Comparators	\$ 83,615
% Leucadia Wastewater District Above/Below	13.0%
Number of Matches	16

N/C - Non Comparator

1 - Fallbrook Public Utility District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Field Services Superintendent						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Carlsbad	Utilities Manager (Wastewater Section)	\$ 168,100	7/3/2017	unknown	unknown
2	Padre Dam Municipal Water District	Assistant Operations Manager	\$ 139,920	7/1/2017	unknown	unknown
3	Leucadia Wastewater District	Field Services Superintendent	\$ 138,437	7/1/2017	7/1/2018	2.5%
4	Encina Wastewater Authority	Maintenance Manager	\$ 137,775	7/1/2017	unknown	unknown
5	Ramona Municipal Water District ¹	Wastewater Operations Superintendent	\$ 137,613	1/1/2018	unknown	unknown
6	Helix Water District	Field Operations Manager	\$ 133,356	7/1/2017	unknown	unknown
7	Fallbrook Public Utility District	Chief Plant Operator	\$ 125,801	7/1/2017	unknown	unknown
8	City of Vista	Public Works Operations Manager	\$ 124,560	8/23/2017	unknown	unknown
9	City of Oceanside	Water Utilities Division Manager - Wastewater	\$ 124,116	7/2/2017	unknown	unknown
10	Eastern Municipal Water District	Wastewater Collection Manager	\$ 119,662	1/1/2018	unknown	unknown
11	Rainbow Municipal Water District	Wastewater Superintendent	\$ 115,152	1/23/2018	unknown	unknown
12	City of Encinitas	Superintendent	\$ 114,612	7/1/2017	unknown	unknown
13	City of Escondido	N/C				
14	Vista Irrigation District	N/C				
15	Santa Fe Irrigation District	N/C				
16	Olivenhain Municipal Water District	N/C				
17	Valley Center Municipal Water District	N/C				
18	Vallecitos Water District	N/C				
19	Otay Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 130,970
% Leucadia Wastewater District Above/Below	5.4%
Median of Comparators	\$ 125,801
% Leucadia Wastewater District Above/Below	9.1%
Number of Matches	11

N/C - Non Comparator

1 - Ramona Municipal Water District: Requires WWTP Operator IV; with WWTP Operator V desirable. Leucadia WD requires WWTP Operator III.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Monthly Salary)
March 2018

Field Services Supervisor						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Carlsbad	Utilities Supervisor	\$ 126,600	7/3/2017	unknown	unknown
2	Leucadia Wastewater District	Field Services Supervisor	\$ 115,365	7/1/2017	7/1/2018	2.5%
3	Ramona Municipal Water District	Wastewater Treatment Supervisor	\$ 113,651	1/1/2018	unknown	unknown
4	Encina Wastewater Authority	Shift Supervisor	\$ 113,614	7/1/2017	unknown	unknown
5	Valley Center Municipal Water District	Wastewater Systems Supervisor	\$ 112,154	6/23/2017	unknown	unknown
6	Olivenhain Municipal Water District	Water Reclamation Facilities Supervisor	\$ 110,872	6/24/2017	6/23/2018	unknown
7	Fallbrook Public Utility District	Collection Supervisor	\$ 110,647	7/1/2017	unknown	unknown
8	Otay Water District ¹	Utility Maintenance Supervisor	\$ 107,022	7/1/2017	unknown	unknown
9	Vallecitos Water District ¹	Mechanical Electrical Supervisor	\$ 105,072	unknown	unknown	unknown
10	City of Escondido ¹	Plant Systems Technician Supervisor	\$ 104,076	9/7/2017	unknown	unknown
11	Padre Dam Municipal Water District	Construction and Maintenance Supervisor	\$ 103,836	7/1/2017	unknown	unknown
12	Eastern Municipal Water District ¹	Mechanical Maintenance Supervisor	\$ 103,522	1/1/2018	unknown	unknown
13	City of Oceanside ²	Plant Maintenance Supervisor	\$ 96,240	7/2/2017	unknown	unknown
14	City of Encinitas	Utility and Maintenance Supervisor II	\$ 95,616	7/1/2017	unknown	unknown
15	City of Vista	Public Works Supervisor	\$ 80,016	8/23/2017	unknown	unknown
16	Helix Water District	N/C				
17	Rainbow Municipal Water District	N/C				
18	Vista Irrigation District	N/C				
19	Santa Fe Irrigation District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 105,924
% Leucadia Wastewater District Above/Below	8.2%
Median of Comparators	\$ 106,047
% Leucadia Wastewater District Above/Below	8.1%
Number of Matches	14

N/C - Non Comparator

1 - City of Escondido, City of Oceanside, Eastern Municipal Water District, Vallecitos Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those.

2 - Otay Water District: Requires D2 certification.

Field Services Technician I						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Santa Fe Irrigation District ⁴	Mechanic I	\$ 75,626	1/1/2018	unknown	unknown
2	Encina Wastewater Authority ¹	Operator I	\$ 75,370	7/1/2017	unknown	unknown
3	Ramona Municipal Water District ¹	Wastewater Treatment Operator I	\$ 74,922	1/1/2018	unknown	unknown
4	Padre Dam Municipal Water District ³	Recycled Water Operator (17)	\$ 73,668	7/1/2017	unknown	unknown
5	City of Escondido ¹	Wastewater Treatment Plant Operator I	\$ 72,960	9/7/2017	unknown	unknown
6	City of Oceanside ¹	Wastewater Plant Operator I	\$ 71,112	7/2/2017	unknown	unknown
7	Fallbrook Public Utility District ¹	Plant Operator I	\$ 70,937	7/1/2017	unknown	unknown
8	Otay Water District ²	Pump Mechanic I	\$ 68,988	7/1/2017	unknown	unknown
9	Valley Center Municipal Water District	Wastewater Systems Technician I	\$ 68,852	6/23/2017	unknown	unknown
10	Eastern Municipal Water District ¹	Mechanical Maintenance Technician I	\$ 68,702	1/1/2018	unknown	unknown
11	Leucadia Wastewater District	Field Services Technician I	\$ 68,542	7/1/2017	7/1/2018	2.5%
12	Vallecitos Water District ¹	Wastewater Treatment Plant Operator I	\$ 67,728	10/4/2017	3/1/2018	3.50%
13	Olivenhain Municipal Water District ¹	Water Reclamation Operator I	\$ 64,230	6/24/2017	6/23/2018	unknown
14	City of Carlsbad ¹	Sanitation Systems Operator I	\$ 63,190	12/19/2016	unknown	unknown
15	Rainbow Municipal Water District	Utility Worker I - Wastewater Services	\$ 62,844	1/23/2018	unknown	unknown
16	Helix Water District	Utility Crew Member I	\$ 61,092	7/1/2017	unknown	unknown
17	City of Encinitas	Utility & Maintenance Technician I	\$ 55,068	7/1/2017	unknown	unknown
18	City of Vista	Wastewater Worker I	\$ 53,580	8/23/2017	unknown	unknown
19	Vista Irrigation District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 67,581
% Leucadia Wastewater District Above/Below	1.4%
Median of Comparators	\$ 68,852
% Leucadia Wastewater District Above/Below	-0.5%
Number of Matches	17

N/C - Non Comparator

1 - City of Carlsbad, City of Escondido, City of Oceanside, Eastern Municipal Water District, Encina Wastewater Authority, Fallbrook Public Utility District, Olivenhain Municipal Water District, Ramona Municipal Water District, Vallecitos Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator

2 - Otay Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. D1 desirable.

3 - Padre Dam Municipal Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. Recycled Water Operator duties include plant maintenance.

4 - Santa Fe Irrigation District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Monthly Salary)
March 2018

Field Services Technician II						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Encina Wastewater Authority ¹	Mechanical Technician II	\$ 90,302	7/1/2017	unknown	unknown
2	Santa Fe Irrigation District	Mechanic II	\$ 83,539	1/1/2018	unknown	unknown
3	Padre Dam Municipal Water District ²	Recycled Water Operator (20)	\$ 83,016	7/1/2017	unknown	unknown
4	Ramona Municipal Water District ¹	Wastewater Treatment Operator II	\$ 82,618	1/1/2018	unknown	unknown
5	Otay Water District ⁴	Pump Mechanic II	\$ 79,862	7/1/2017	unknown	unknown
6	Valley Center Municipal Water District ³	Wastewater Systems Technician II	\$ 77,786	6/23/2017	unknown	unknown
7	Eastern Municipal Water District ¹	Mechanical Maintenance Technician	\$ 77,563	1/1/2018	unknown	unknown
8	City of Escondido ¹	Plant Systems Technician II	\$ 76,644	9/7/2017	unknown	unknown
9	Leucadia Wastewater District	Field Services Technician II	\$ 76,295	7/1/2017	7/1/2018	2.5%
10	Vallecitos Water District ¹	Mechanical Maintenance Worker II	\$ 74,664	10/4/2017	3/1/2018	3.50%
11	Olivenhain Municipal Water District ¹	Water Reclamation Operator II	\$ 73,174	6/24/2017	6/23/2018	unknown
12	City of Oceanside ⁴	Mechanical Technologist II	\$ 72,864	7/2/2017	unknown	unknown
13	Rainbow Municipal Water District	Utility Worker II - Wastewater Services	\$ 72,264	1/23/2018	unknown	unknown
14	Fallbrook Public Utility District ¹	Plant Operator I	\$ 70,937	7/1/2017	unknown	unknown
15	City of Carlsbad ²	Sanitation Systems Operator II	\$ 69,784	12/19/2016	unknown	unknown
16	Helix Water District	Utility Crew Member II	\$ 67,356	7/1/2017	unknown	unknown
17	City of Encinitas	Utility & Maintenance Technician II	\$ 60,144	7/1/2017	unknown	unknown
18	City of Vista	Wastewater Worker II	\$ 56,268	8/23/2017	unknown	unknown
19	Vista Irrigation District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 74,634
% Leucadia Wastewater District Above/Below	2.2%
Median of Comparators	\$ 74,664
% Leucadia Wastewater District Above/Below	2.1%
Number of Matches	17

N/C - Non Comparator

1 - City of Carlsbad, City of Escondido, City of Oceanside, Eastern Municipal Water District, Encina Wastewater Authority, Fallbrook Public Utility District, Olivenhain Municipal Water District, Otay Water District, Ramona Municipal Water District, Vallecitos Water District: We recognize that the District's benchmark job is performed by two or more classifications at

2 - Padre Dam Municipal Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. Recycled Water Operator duties include plant maintenance.

3 - Valley Center Municipal Water District: Match is based on the level of mechanical work performed.

Field Services Technician III						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Santa Fe Irrigation District	Senior Mechanic	\$ 92,279	1/1/2018	unknown	unknown
2	Padre Dam Municipal Water District ³	Recycled Water Operator (23)	\$ 91,212	7/1/2017	unknown	unknown
3	Eastern Municipal Water District ¹	Senior Mechanical Maintenance Technician	\$ 89,565	1/1/2018	unknown	unknown
4	Ramona Municipal Water District ¹	Wastewater Treatment Operator III	\$ 88,941	1/1/2018	unknown	unknown
5	City of Escondido ¹	Senior Plant Systems Technician	\$ 88,884	9/7/2017	unknown	unknown
6	Otay Water District ²	Utility Crew Leader	\$ 88,047	7/1/2017	unknown	unknown
7	Leucadia Wastewater District	Field Services Technician III	\$ 87,370	7/1/2017	7/1/2018	2.5%
8	Fallbrook Public Utility District ¹	Mechanical Technician	\$ 86,431	7/1/2017	unknown	unknown
9	Valley Center Municipal Water District ⁴	Wastewater Systems Technician III	\$ 85,758	6/23/2017	unknown	unknown
10	Olivenhain Municipal Water District ¹	Water Reclamation Operator III	\$ 84,198	6/24/2017	6/23/2018	unknown
11	Rainbow Municipal Water District	Utility Worker III - Wastewater Services	\$ 83,100	1/23/2018	unknown	unknown
12	City of Carlsbad ¹	Sanitation Systems Operator III	\$ 82,659	12/19/2016	unknown	unknown
13	Vallecitos Water District ¹	Senior Wastewater Collection Systems Worker	\$ 76,512	10/4/2017	3/1/2018	3.50%
14	City of Oceanside ¹	Mechanical Technologist III	\$ 76,500	7/2/2017	unknown	unknown
15	Helix Water District	Utility Crew Member III	\$ 74,256	7/1/2017	unknown	unknown
16	City of Encinitas	Utility & Maintenance Technician III	\$ 65,208	7/1/2017	unknown	unknown
17	City of Vista	Wastewater Worker III	\$ 63,552	8/23/2017	unknown	unknown
18	Encina Wastewater Authority	N/C				
19	Vista Irrigation District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 82,319
% Leucadia Wastewater District Above/Below	5.8%
Median of Comparators	\$ 84,978
% Leucadia Wastewater District Above/Below	2.7%
Number of Matches	16

N/C - Non Comparator

1 - City of Carlsbad, City of Escondido, Ramona Municipal Water District, City of Oceanside, Eastern Municipal Water District, Fallbrook Public Utility District, Olivenhain Municipal Water District, Ramona Municipal Water District, Vallecitos Water District : We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we

2 - Otay Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. Utility Crew Leader Requires D2 certification.

3 - Padre Dam Municipal Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. Recycled Water Operator duties include plant maintenance.

4 - Valley Center Municipal Water District: Match is based on the level of mechanical work performed.

Field Services Technician-In-Training						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Ramona Municipal Water District	Wastewater Treatment Operator-In-Training	\$ 68,078	1/1/2018	unknown	unknown
2	City of Escondido	Wastewater Treatment Plant Operator-in -Training	\$ 66,096	9/7/2017	unknown	unknown
3	Padre Dam Municipal Water District	Recycled Water Operator (14)	\$ 64,188	7/1/2017	unknown	unknown
4	Fallbrook Public Utility District	Plant Operator-in-Training	\$ 61,177	7/1/2017	unknown	unknown
5	Eastern Municipal Water District	Water Reclamation Plant Operator-In-Training	\$ 59,384	1/1/2018	unknown	unknown
6	Leucadia Wastewater District	Field Services Technician-In-Training	\$ 59,190	7/1/2017	7/1/2018	2.5%
7	City of Oceanside	Wastewater Plant Operator-in-Training	\$ 58,764	7/2/2017	unknown	unknown
8	Helix Water District	N/C				
9	City of Carlsbad	N/C				
10	Vista Irrigation District	N/C				
11	Rainbow Municipal Water District	N/C				
12	City of Encinitas	N/C				
13	Olivenhain Municipal Water District	N/C				
14	Encina Wastewater Authority	N/C				
15	Valley Center Municipal Water District	N/C				
16	Vallecitos Water District	N/C				
17	Santa Fe Irrigation District	N/C				
18	Otay Water District	N/C				
19	City of Vista	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 62,948
% Leucadia Wastewater District Above/Below	-6.3%
Median of Comparators	\$ 62,683
% Leucadia Wastewater District Above/Below	-5.9%
Number of Matches	6

N/C - Non Comparator

Technical Services Manager						
Rank	Comparator Agency	Classification Title	Top Monthly Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Vallecitos Water District	Operations & Maintenance Manager	\$ 179,700	10/4/2017	3/1/2018	3.50%
2	Leucadia Wastewater District	Technical Services Manager	\$ 179,375	7/1/2017	7/1/2018	2.5%
3	Encina Wastewater Authority	Director, Operations	\$ 179,269	7/1/2017	unknown	unknown
4	Valley Center Municipal Water District	Director of Operations and Facilities	\$ 178,283	unknown	unknown	unknown
5	City of Carlsbad ¹	[Utilities Director / Utilities Manager]	\$ 176,550	7/3/2017	unknown	unknown
6	Rainbow Municipal Water District	Operations Manager	\$ 173,940	1/23/2018	unknown	unknown
7	Ramona Municipal Water District	Water Operations Manager	\$ 165,131	unknown	unknown	unknown
8	Otay Water District	Utility Services Manager	\$ 150,591	7/1/2017	unknown	unknown
9	Eastern Municipal Water District ³	[Wastewater Collection Manager / Director of Water Reclamation]	\$ 145,746	1/1/2018	unknown	unknown
10	City of Escondido ²	Deputy Director of Utilities - Wastewater	\$ 143,052	9/7/2017	unknown	unknown
11	Santa Fe Irrigation District	N/C				
12	City of Oceanside	N/C				
13	City of Encinitas	N/C				
14	Helix Water District	N/C				
15	Olivenhain Municipal Water District	N/C				
16	Fallbrook Public Utility District	N/C				
17	City of Vista	N/C				
18	Vista Irrigation District	N/C				
19	Padre Dam Municipal Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 165,807
% Leucadia Wastewater District Above/Below	7.6%
Median of Comparators	\$ 173,940
% Leucadia Wastewater District Above/Below	3.0%
Number of Matches	9

N/C - Non Comparator

1 - City of Carlsbad: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

2 - City of Escondido: Possession of a Wastewater Treatment Grade 5 certification is highly desirable.

3 - Eastern Municipal Water District: Span of responsibility match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.



Appendix III

Proposed Salary Range Schedule

**Leucadia Wastewater District
Proposed Salary Schedule
April 2018**

FACTORS	
Range E8, Maximum, Annual	\$54,916.00
Range Spread	25.00%
Range Increase	5.00%
Pay Periods per Year	26
Hours per Year	2,080

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Salary Range	Annual		Monthly		Biweekly		Hourly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
1	33,652	42,065	2,804	3,505	1,294.31	1,617.89	16.179	20.224
2	35,335	44,168	2,945	3,681	1,359.03	1,698.79	16.988	21.235
3	37,102	46,377	3,092	3,865	1,426.98	1,783.73	17.837	22.297
4	38,957	48,696	3,246	4,058	1,498.33	1,872.91	18.729	23.411
5	40,904	51,131	3,409	4,261	1,573.25	1,966.56	19.666	24.582
6	42,950	53,687	3,579	4,474	1,651.91	2,064.89	20.649	25.811
7	45,097	56,371	3,758	4,698	1,734.51	2,168.13	21.681	27.102
8	47,352	59,190	3,946	4,933	1,821.23	2,276.54	22.765	28.457
9	49,720	62,150	4,143	5,179	1,912.29	2,390.37	23.904	29.880
10	52,206	65,257	4,350	5,438	2,007.91	2,509.88	25.099	31.374
11	54,816	68,520	4,568	5,710	2,108.30	2,635.38	26.354	32.942
12	57,557	71,946	4,796	5,995	2,213.72	2,767.15	27.671	34.589
13	60,434	75,543	5,036	6,295	2,324.40	2,905.50	29.055	36.319
14	63,456	79,320	5,288	6,610	2,440.62	3,050.78	30.508	38.135
15	66,629	83,286	5,552	6,941	2,562.65	3,203.32	32.033	40.041
16	69,960	87,451	5,830	7,288	2,690.79	3,363.48	33.635	42.044
17	73,458	91,823	6,122	7,652	2,825.33	3,531.66	35.317	44.146
18	77,131	96,414	6,428	8,035	2,966.59	3,708.24	37.082	46.353
19	80,988	101,235	6,749	8,436	3,114.92	3,893.65	38.937	48.671
20	85,037	106,297	7,086	8,858	3,270.67	4,088.34	40.883	51.104

**Leucadia Wastewater District
Proposed Salary Schedule
April 2018**

Salary Range	Annual		Monthly		Biweekly		Hourly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
21	89,289	111,612	7,441	9,301	3,434.20	4,292.75	42.928	53.659
22	93,754	117,192	7,813	9,766	3,605.91	4,507.39	45.074	56.342
23	98,441	123,052	8,203	10,254	3,786.21	4,732.76	47.328	59.159
24	103,363	129,204	8,614	10,767	3,975.52	4,969.40	49.694	62.117
25	108,532	135,665	9,044	11,305	4,174.29	5,217.87	52.179	65.223
26	113,958	142,448	9,497	11,871	4,383.01	5,478.76	54.788	68.485
27	119,656	149,570	9,971	12,464	4,602.16	5,752.70	57.527	71.909
28	125,639	157,049	10,470	13,087	4,832.27	6,040.33	60.403	75.504
29	131,921	164,901	10,993	13,742	5,073.88	6,342.35	63.424	79.279
30	138,517	173,146	11,543	14,429	5,327.57	6,659.47	66.595	83.243
31	145,443	181,803	12,120	15,150	5,593.95	6,992.44	69.924	87.406
32	152,715	190,894	12,726	15,908	5,873.65	7,342.06	73.421	91.776



Appendix IV

Salary Range Placement Recommendations

Leucadia Wastewater District
Salary Range Placement Recommendations - Base Salary
April 2018

Class Title	Current Top Monthly	Monthly Market Mean	Market Placement (Monthly Mean +10%)	Proposed Range	Proposed Maximum Top Step	Percent Diff. from Current District Top Step	Rationale
Technical Services Manager	\$179,375	\$ 165,807.00	\$182,388	31	\$181,803	1.4%	Market and range placement.
Administrative Services Manager	\$179,375	\$ 164,306.00	\$180,737	31	\$181,803	1.4%	Market and range placement.
Field Services Superintendent	\$138,437	\$ 130,970.00	\$144,067	26	\$142,448	2.9%	Market and range placement.
Field Services Supervisor	\$115,365	\$ 105,924.00	\$116,516	22	\$117,192	1.6%	Market and range placement.
Administrative Services Supervisor	\$115,365	\$ 100,647.00	\$110,712	22	\$117,192	1.6%	Internal equity; maintain current internal alignment with Field Services Supervisor
Field Services Specialist	\$96,137	\$ 82,409.00	\$90,650	18	\$96,414	0.3%	Internal equity; maintain current internal alignment with Executive Assistant.
Field Services Technician III	\$87,370	\$ 82,319.00	\$90,651	17	\$91,823	5.1%	Market and range placement.
Field Services Technician II	\$76,295	\$ 74,634.00	\$82,097	15	\$83,286	9.2%	Market and range placement.
Field Services Technician I	\$68,542	\$ 67,581.00	\$74,339	13	\$75,543	10.2%	Market and range placement.
Field Services Technician-in-Training	\$59,190	\$ 62,948.00	\$69,243	11	\$68,520	15.8%	Market and range placement.
Executive Assistant	\$96,137	\$ 89,620.00	\$98,582	18	\$96,414	0.3%	Market and range placement.
Accounting Technician	\$81,457	\$ 69,082.00	\$75,990	13	\$75,543	-7.3%	Market and range placement; y-rate
Administrative Services Specialist II	\$76,295	\$ 60,879.00	\$66,967	13	\$75,543	-1.0%	Market and range placement; y-rate
Administrative Services Specialist I	\$68,542	\$ 52,234.00	\$57,457	10	\$65,257	-4.8%	Market and range placement; y-rate

Average: 2.6%

Legend for columns:

Column 1 - Classification Title.

Column 2 - Current top monthly salary

Column 3 - Displays the Top Monthly market mean results.

Column 4 - Market placement displays the market value, which is the top monthly market mean plus 10%.

Column 5 - Proposed new range

Column 6 - Monthly maximum salary of the newly proposed salary ranges.

Column 7 - This percentage expresses the difference between LWWD's current salaries and the proposed salaries; where the percentage is preceded by a negative sign (-), this is the percentage LWWD's salary would need to be decreased to reach the market median; where no sign is placed in front of the percentage, this means the salary would need to be increased by that amount to reach the market median

Column 8 - The rationale explains the reason for the proposed salary range recommendation; either market placement or internal alignment with another benchmarked classification.

ATTACHMENT B
KOFF & ASSOCIATES
AMENDED BASE SALARY STUDY TO INCLUDE SAN ELIJO JOINT
POWERS AUTHORITY
July 31, 2018



July 31, 2018

Base Salary Study

Final Report

Leucadia Wastewater District

KOFF & ASSOCIATES

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July 31, 2018

Paul Bushee
General Manager
Leucadia Wastewater District
1960 La Costa Avenue
Carlsbad, CA 92009

Dear Mr. Bushee:

Koff & Associates is pleased to present the Base Salary Study Final Report to the Leucadia Wastewater District. This report documents the market compensation survey methodology and findings.

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

We will be glad to answer any questions or clarify any points on this report and study findings. It was a pleasure working with Leucadia Wastewater District and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,

Georg Krammer
Chief Executive Officer



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APPENDICES

Appendix I: Results Summary

Appendix II: Market Compensation Findings



EXECUTIVE SUMMARY

Background

In February and March, 2018, Koff & Associates (“K&A”) conducted a comprehensive Base Salary Study for Leucadia Wastewater District (LWWD). All compensation findings are presented in this report.

This compensation review process was precipitated by:

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

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

Summary of Findings

This report summarizes the study methodology, analytical tools, and the salary survey findings. The results of the base salary study showed:

- *LWWD’s base salaries, overall, in comparison to the market mean are 8.8% above the market.*
- K&A considers a classification falling within 5% of the mean to be competitive.

STUDY PROCESS

Benchmark Classifications

The study included 14 classifications, and all classifications were selected in order to collect salary data within the defined labor market.

The classifications are listed in Table 1.

Table 1. Market Survey Classifications

Classification Title
1. Accounting Technician
2. Administrative Services Manager
3. Administrative Services Supervisor



Classification Title
4. Administrative Specialist I
5. Administrative Specialist II
6. Executive Assistant
7. Field Services Specialist
8. Field Services Superintendent
9. Field Services Supervisor
10. Field Services Technician I
11. Field Services Technician II
12. Field Services Technician III
13. Field Services Technician-In-Training
14. Technical Services Manager

Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. K&A surveyed the same agencies that LWWD used in the internal 2017 base salary study and included one additional agency, the San Elijo Joint Powers Authority. When selecting comparator agencies, the following factors are typically considered:

- 1. Organizational type and structure** – It is generally recommended that agencies of a similar size and providing similar services to that of LWWD be used as comparators.

When it comes to technical classes, the size of an organization is not as critical, as these classes perform fairly similar work. The difference in size of an organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Factors such as management of a large staff, consequence of error, the political nature of the job, and its visibility all grow with larger organizations. When it is difficult to find agencies that are similarly sized, it is important to get a good balance of smaller and larger agencies.

- 2. Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- 3. Scope of services provided** – For the majority of classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal



for comparators and the comparator agencies surveyed provide similar services to LWWD.

4. **Labor market and geographic location** – In the reality that is today’s labor market, many agencies are in competition for the same pool of qualified employees. Individuals often don’t live in the communities they serve. The geographic labor market area, where LWWD may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to LWWD, the resulting labor market data generally reflects the region’s cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to LWWD.

All factors mentioned should be considered in selecting the group of comparator agencies. LWWD’s compensation survey included the following nineteen (19) agencies.

Table 2. Comparator Agencies

Agency
1. City of Carlsbad
2. City of Encinitas
3. City of Escondido
4. City of Oceanside
5. City of Vista
6. Eastern Municipal Water District
7. Encina Wastewater Authority
8. Fallbrook Public Utility District
9. Helix Water District
10. Olivenhain Municipal Water District
11. Otay Water District
12. Padre Dam Municipal Water District
13. Rainbow Municipal Water District
14. Ramona Municipal Water District
15. San Elijo Joint Powers Authority
16. Santa Fe Irrigation District
17. Vallecitos Water District



Agency
18. Valley Center Municipal Water District
19. Vista Irrigation District

Salary Data

The last element requiring discussion prior to beginning a market survey is the specific data that will be collected and analyzed. Since this was a base salary study, no benefits data is included in the overall analysis; hence the data sheets present Annual Top Base Salary analyses to the top of the salary range and/or a control point.

Data was collected during the months of February and March 2018, through comparator agency websites, conversations with human resources, accounting, and/or finance personnel, and careful review of agency documentation such as classification descriptions, memoranda of understanding, organization charts, and other documents.

Matching Methodology

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

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

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

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



➤ Working conditions.

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

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

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

Data Spreadsheets

For each benchmark classification, there is a Top Annual Base Salary Data sheet. The average (mean) and median (midpoint) of the comparator agencies are reported on the top annual salary data spreadsheets. The % above or below that LWWD is compared to the average and median is also reported.

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

In order to calculate the mean and median, K&A requires that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring a minimum of four matches is so that no one classification has undue influence on the calculations. Sufficient data was collected from the comparator agencies for all 14 benchmark classifications.

When using survey data to make salary range recommendations and adjustments, K&A typically recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values. However, it has been the District’s compensation philosophy to use the mean as its target market value and our report is based on this current philosophy. In addition, LWWD’s compensation philosophy is market mean plus 10%.

MARKET COMPENSATION FINDINGS

The following table represents a summary of the market top annual (base) salary findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the top annual salary market mean is listed. The table is sorted by top annual salary in descending order from the most positive percentile (above market) to the most negative (below market).



Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Top Annual % Above or Below
Administrative Specialist I	12	23.8%
Administrative Specialist II	16	20.0%
Accounting Technician	17	15.1%
Field Services Specialist	16	14.3%
Administrative Services Supervisor	13	12.8%
Administrative Services Manager	14	8.3%
Technical Services Manager	10	7.5%
Field Services Supervisor	15	7.4%
Executive Assistant	17	6.8%
Field Services Superintendent	12	6.0%
Field Services Technician III	16	5.8%
Field Services Technician II	18	1.7%
Field Services Technician I	18	1.1%
Field Services Technician-In-Training	7	-6.9%

Base Salary

Top annual salary market results show that thirteen (13) classifications are paid above the market mean:

- Two (2) classifications are paid above the market mean by less than 5%;
- Six (6) classifications are paid above the market mean by more than 5% and less than 10%;
- Two (2) classifications are paid above the market mean by more than 10% and less than 15%; and
- Three (3) classifications are paid above the market mean by more than 15%.

Top annual salary market results show that one (1) classification is paid below the market mean:

- One (1) classification is paid below the market mean by more than 5% and less than 10%.



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

INTERNAL SALARY RELATIONSHIPS

In addition to salary levels established for LWWD’s classes based on the market survey, internal salary relationships can be developed and consistently applied in order to develop appropriate alignments and salary differentials between the District’s classifications. This will help LWWD ensure internal equity across the organization.

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

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

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

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

For the purposes of this study, K&A utilized market data to develop the salary recommendations for all of the benchmarked classifications and also considered internal relationships between those classifications that have similar scope of work, level of responsibility, and “worth” to LWWD. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for LWWD



management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

It is also important to analyze market data and internal relationships within class series as well as across the organization, and make adjustments to salary range placements, as necessary, based on the needs of the organization.

LWWD may want to make additional internal equity adjustments or alignments, as it implements the compensation strategy. This market survey is only a tool to be used by LWWD to determine market indexing and salary determination.

RECOMMENDATIONS

Pay Philosophy

LWWD has many options regarding what type of compensation plan it wants to implement. This decision will be based on what LWWD's pay philosophy is, at which level it desires to pay its employees compared to the market, whether it is going to consider additional alternative compensation programs, and how great the competition is with other agencies over recruitment of a highly-qualified workforce. Currently, LWWD's compensation philosophy is market mean plus 10%.

USING THE MARKET DATA AS A TOOL

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

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

Respectfully submitted by,
Koff & Associates

Georg Krammer
Chief Executive Officer



Appendix I

Results Summary

Leucadia Wastewater District - Results Summary (Includes SEJPA)
March 2018

Classification	Top Annual Salary Data					# of Matches
	Top Annual Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	
Accounting Technician	\$ 81,647	\$ 69,298	15.1%	\$ 70,937	13.1%	17
Administrative Services Manager	\$ 179,375	\$ 164,439	8.3%	\$ 161,879	9.8%	14
Administrative Services Supervisor	\$ 115,365	\$ 100,647	12.8%	\$ 99,732	13.6%	13
Administrative Specialist I	\$ 68,542	\$ 52,234	23.8%	\$ 58,105	15.2%	12
Administrative Specialist II	\$ 76,295	\$ 61,023	20.0%	\$ 64,968	14.8%	16
Executive Assistant	\$ 96,137	\$ 89,620	6.8%	\$ 94,133	2.1%	17
Field Services Specialist	\$ 96,137	\$ 82,409	14.3%	\$ 83,615	13.0%	16
Field Services Superintendent	\$ 138,437	\$ 130,173	6.0%	\$ 125,181	9.6%	12
Field Services Supervisor	\$ 115,365	\$ 106,874	7.4%	\$ 107,022	7.2%	15
Field Services Technician I	\$ 68,542	\$ 67,768	1.1%	\$ 68,920	-0.6%	18
Field Services Technician II	\$ 76,295	\$ 75,010	1.7%	\$ 75,654	0.8%	18
Field Services Technician III	\$ 87,370	\$ 82,319	5.8%	\$ 84,978	2.7%	16
Field Services Technician-In-Training	\$ 59,190	\$ 63,270	-6.9%	\$ 64,188	-8.4%	7
Technical Services Manager	\$ 179,375	\$ 165,843	7.5%	\$ 170,053	5.2%	10
		AVERAGE:	8.8%	AVERAGE:	7.0%	
		MEDIAN:	7.5%	MEDIAN:	8.4%	

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Appendix II

Market Compensation Findings

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Accounting Technician						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Vista Irrigation District	Accounting Technician	\$ 87,701	1/1/2018	unknown	unknown
2	Valley Center Municipal Water District	Accounting Specialist II	\$ 83,691	6/23/2017	unknown	unknown
3	Rainbow Municipal Water District	Accounting Specialist II	\$ 83,100	1/23/2018	unknown	unknown
4	Leucadia Wastewater District	Accounting Technician	\$ 81,647	7/1/2017	7/1/2018	2.5%
5	Santa Fe Irrigation District	Accounting Technician	\$ 74,136	1/1/2018	unknown	unknown
6	Olivenhain Municipal Water District	Accountant I	\$ 73,174	6/24/2017	6/23/2018	unknown
7	Vallecitos Water District	Accounting Technician	\$ 72,864	10/4/2017	3/1/2018	3.50%
8	San Elijo Joint Powers Authority	Accounting Technician	\$ 72,757	7/1/2017	7/1/2018	1.90%
9	Otay Water District	Accounting Technician	\$ 72,437	7/1/2017	unknown	unknown
10	Fallbrook Public Utility District	Accounting/Customer Service Assistant II	\$ 70,937	7/1/2017	unknown	unknown
11	Helix Water District	Accounting Technician	\$ 70,716	7/1/2017	unknown	unknown
12	Encina Wastewater Authority	Administrative Assistant III	\$ 68,493	7/1/2017	unknown	unknown
13	Eastern Municipal Water District	Finance Technician II	\$ 65,437	1/1/2018	unknown	unknown
14	City of Encinitas	Finance Technician III	\$ 65,208	7/1/2017	unknown	unknown
15	City of Carlsbad	Accounting Technician	\$ 59,530	12/19/2016	unknown	unknown
16	City of Vista	Accounting Technician	\$ 59,076	8/23/2017	unknown	unknown
17	City of Oceanside	Accounting Technician	\$ 57,072	7/2/2017	unknown	unknown
18	City of Escondido	Accounting Assistant II	\$ 41,736	9/7/2017	unknown	unknown
19	Ramona Municipal Water District	N/C				
20	Padre Dam Municipal Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 69,298
% Leucadia Wastewater District Above/Below	15.1%
Median of Comparators	\$ 70,937
% Leucadia Wastewater District Above/Below	13.1%
Number of Matches	17

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Administrative Services Manager						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Olivenhain Municipal Water District ¹	Finance Manager	\$ 187,826	6/24/2017	6/23/2018	unknown
2	Santa Fe Irrigation District	Administrative Services Manager	\$ 186,963	1/1/2018	unknown	unknown
3	Valley Center Municipal Water District	Director of Finance and Administration	\$ 180,683	6/23/2017	unknown	unknown
4	Vallecitos Water District ⁵	Administrative Services Manager	\$ 179,700	10/4/2017	3/1/2018	3.50%
5	Leucadia Wastewater District	Administrative Services Manager	\$ 179,275	7/1/2017	7/1/2018	2.5%
6	Ramona Municipal Water District ⁴	[Administrative Services Manager / Chief Financial Officer]	\$ 178,298	1/1/2018	unknown	unknown
7	San Elijo Joint Powers Authority	Director of Finance and Administration	\$ 166,166	7/1/2017	7/1/2018	1.90%
8	Helix Water District ¹	Assistant Director of Administrative Services - Finance Manager	\$ 162,096	7/1/2017	unknown	unknown
9	Vista Irrigation District ¹	Finance Manager	\$ 161,661	1/1/2018	unknown	unknown
10	Rainbow Municipal Water District	Human Resources Manager	\$ 152,292	1/23/2018	unknown	unknown
11	Otay Water District ²	Finance Manager, Controller & Budgetary Services	\$ 150,591	7/1/2017	unknown	unknown
12	Padre Dam Municipal Water District ³	[Director of Human Resources / Accounting Manager]	\$ 150,354	7/1/2017	unknown	unknown
13	Fallbrook Public Utility District	Human Resources Manager	\$ 148,821	7/1/2017	unknown	unknown
14	Eastern Municipal Water District ¹	Controller	\$ 148,704	1/1/2018	unknown	unknown
15	Encina Wastewater Authority ¹	Human Resources Manager	\$ 147,986	7/1/2017	unknown	unknown
16	City of Vista	N/C				
17	City of Oceanside	N/C				
18	City of Escondido	N/C				
19	City of Encinitas	N/C				
20	City of Carlsbad	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 164,439
% Leucadia Wastewater District Above/Below	8.3%
Median of Comparators	\$ 161,879
% Leucadia Wastewater District Above/Below	9.8%
Number of Matches	14

N/C - Non Comparator

1 - Eastern Municipal Water District, Encina Wastewater Authority, Helix Water District, Olivenhain Municipal Water District, Vista Irrigation District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those.

2 - Otay Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; the salary displayed is the same for both classifications.

3 - Padre Dam Municipal Water District: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

4 - Ramona Municipal Water District: Span of responsibility match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches. CFO also oversees small staff of customer service and purchasing.

5 - Vallecitos Water District: Position also has responsibilities for public information, conservation, HR, risk management and IT.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Administrative Services Supervisor						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Otay Water District	Senior Human Resources Analyst	\$ 117,992	7/1/2017	unknown	unknown
2	Leucadia Wastewater District	Administrative Services Supervisor	\$ 115,365	7/1/2017	7/1/2018	2.5%
3	Santa Fe Irrigation District	Human Resources Administrator	\$ 112,597	1/1/2018	unknown	unknown
4	Ramona Municipal Water District	Management Analyst	\$ 108,264	1/1/2018	unknown	unknown
5	City of Carlsbad	Senior Management Analyst	\$ 107,900	unknown	unknown	unknown
6	Helix Water District	Human Resources Analyst, Senior	\$ 104,484	7/1/2017	unknown	unknown
7	Eastern Municipal Water District	Senior Human Resources Analyst	\$ 103,522	1/1/2018	unknown	unknown
8	City of Oceanside	Senior Human Resources Analyst	\$ 99,732	7/2/2017	unknown	unknown
9	Olivenhain Municipal Water District	Human Resources Analyst	\$ 97,656	6/24/2017	6/23/2018	unknown
10	Padre Dam Municipal Water District	Human Resources Specialist (25)	\$ 97,452	7/1/2017	unknown	unknown
11	City of Encinitas	Human Resources Analyst III	\$ 95,616	7/1/2017	unknown	unknown
12	City of Escondido	Senior Human Resources Analyst	\$ 92,220	unknown	unknown	unknown
13	Vallecitos Water District	Human Resources Analyst	\$ 88,572	10/4/2017	3/1/2018	3.50%
14	City of Vista	Human Resources Analyst	\$ 82,404	8/23/2017	unknown	unknown
15	Valley Center Municipal Water District	N/C				
16	Fallbrook Public Utility District	N/C				
17	Encina Wastewater Authority	N/C				
18	Rainbow Municipal Water District	N/C				
19	Vista Irrigation District	N/C				
20	San Elijo Joint Powers Authority	N/C				

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Summary Results		Top Monthly
Average of Comparators		\$ 100,647
% Leucadia Wastewater District Above/Below		12.8%
Median of Comparators		\$ 99,732
% Leucadia Wastewater District Above/Below		13.6%
Number of Matches		13

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

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Administrative Specialist I						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Leucadia Wastewater District	Administrative Specialist I	\$ 68,542	7/1/2017	7/1/2018	2.5%
2	Helix Water District	Administrative Assistant I	\$ 64,152	7/1/2017	unknown	unknown
3	Rainbow Municipal Water District	Administrative Assistant I	\$ 62,844	1/23/2018	unknown	unknown
4	Padre Dam Municipal Water District	Administrative Assistant (13)	\$ 60,900	7/1/2017	unknown	unknown
5	Encina Wastewater Authority	Administrative Assistant I	\$ 59,796	7/1/2017	unknown	unknown
6	Valley Center Municipal Water District	Administrative Assistant I	\$ 59,478	6/23/2017	unknown	unknown
7	Eastern Municipal Water District	Administrative Assistant I	\$ 59,384	1/1/2018	unknown	unknown
8	Olivenhain Municipal Water District	Department Assistant I	\$ 56,826	6/24/2017	6/23/2018	unknown
9	City of Encinitas	Program Assistant I	\$ 44,952	7/1/2017	unknown	unknown
10	City of Carlsbad	Office Specialist I	\$ 42,016	12/19/2016	unknown	unknown
11	City of Oceanside	Office Specialist I	\$ 40,476	7/2/2017	unknown	unknown
12	City of Vista	Office Specialist I	\$ 39,996	8/23/2017	unknown	unknown
13	City of Escondido	Department Aide	\$ 35,988	9/7/2017	unknown	unknown
14	San Elijo Joint Powers Authority	N/C				
15	Santa Fe Irrigation District	N/C				
16	Otay Water District	N/C				
17	Ramona Municipal Water District	N/C				
18	Fallbrook Public Utility District	N/C				
19	Vista Irrigation District	N/C				
20	Vallecitos Water District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 52,234
% Leucadia Wastewater District Above/Below	23.8%
Median of Comparators	\$ 58,105
% Leucadia Wastewater District Above/Below	15.2%
Number of Matches	12

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Administrative Specialist II						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Leucadia Wastewater District	Administrative Specialist II	\$ 76,295	7/1/2017	7/1/2018	2.5%
2	Valley Center Municipal Water District	Administrative Assistant III	\$ 72,295	6/23/2017	unknown	unknown
3	Rainbow Municipal Water District	Administrative Assistant II	\$ 72,264	1/23/2018	unknown	unknown
4	Helix Water District	Administrative Assistant II	\$ 70,716	7/1/2017	unknown	unknown
5	Padre Dam Municipal Water District	Administrative Assistant (15)	\$ 67,829	7/1/2017	unknown	unknown
6	Santa Fe Irrigation District	Administrative Assistant	\$ 67,786	1/1/2018	unknown	unknown
7	Fallbrook Public Utility District	Administrative Office Specialist	\$ 67,518	7/1/2017	unknown	unknown
8	Encina Wastewater Authority	Administrative Assistant II	\$ 66,495	7/1/2017	unknown	unknown
9	Eastern Municipal Water District	Administrative Assistant II	\$ 65,437	1/1/2018	unknown	unknown
10	Vallecitos Water District	Operations & Maintenance Assistant	\$ 64,500	10/4/2017	3/1/2018	3.50%
11	Olivenhain Municipal Water District	Department Assistant II	\$ 64,230	6/24/2017	6/23/2018	unknown
12	San Elijo Joint Powers Authority	Administrative Assistant	\$ 63,182	7/1/2017	7/1/2018	1.90%
13	City of Encinitas	Program Assistant II	\$ 55,068	7/1/2017	unknown	unknown
14	City of Carlsbad	Office Specialist III	\$ 49,754	12/19/2016	unknown	unknown
15	City of Oceanside	Office Specialist II	\$ 44,532	7/2/2017	unknown	unknown
16	City of Vista	Office Specialist II	\$ 43,020	8/23/2017	unknown	unknown
17	City of Escondido	Department Assistant	\$ 41,736	9/7/2017	unknown	unknown
18	Otay Water District	N/C				
19	Ramona Municipal Water District	N/C				
20	Vista Irrigation District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 61,023
% Leucadia Wastewater District Above/Below	20.0%
Median of Comparators	\$ 64,968
% Leucadia Wastewater District Above/Below	14.8%
Number of Matches	16

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Executive Assistant						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Padre Dam Municipal Water District	Board Secretary	\$ 114,300	7/1/2017	unknown	unknown
2	Otay Water District	District Secretary	\$ 112,374	7/1/2017	unknown	unknown
3	Rainbow Municipal Water District	Executive Assistant/Board Secretary	\$ 109,908	1/23/2018	unknown	unknown
4	Valley Center Municipal Water District	Executive Assistant & Secretary to the Board	\$ 101,727	6/23/2017	unknown	unknown
5	Vallecitos Water District	Executive Secretary	\$ 100,068	10/4/2017	3/1/2018	3.50%
6	Vista Irrigation District	Executive Assistant/Board Secretary	\$ 99,279	1/1/2018	unknown	unknown
7	Fallbrook Public Utility District	Secretary	\$ 97,793	7/1/2017	unknown	unknown
8	Olivenhain Municipal Water District	Executive Secretary	\$ 97,656	6/24/2017	6/23/2018	unknown
9	Leucadia Wastewater District	Executive Assistant	\$ 96,137	7/1/2017	7/1/2018	2.5%
10	Santa Fe Irrigation District	Executive Assistant/Board Secretary	\$ 94,133	1/1/2018	unknown	unknown
11	Encina Wastewater Authority	Administrative Assistant IV	\$ 90,302	7/1/2017	unknown	unknown
12	Eastern Municipal Water District	Senior Executive Assistant	\$ 83,366	1/1/2018	unknown	unknown
13	Helix Water District	Assistant Board Secretary	\$ 77,976	7/1/2017	unknown	unknown
14	City of Encinitas	Executive Assistant	\$ 76,608	7/1/2017	unknown	unknown
15	City of Carlsbad	Secretary to the City Manager	\$ 76,200	7/3/2017	unknown	unknown
16	City of Escondido	Executive Assistant - City Manager	\$ 70,104	9/7/2017	unknown	unknown
17	City of Vista	Secretary to the City Manager	\$ 68,028	8/23/2017	unknown	unknown
18	City of Oceanside	Administrative Secretary	\$ 53,724	7/2/2017	unknown	unknown
19	San Elijo Joint Powers Authority	N/C				
20	Ramona Municipal Water District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 89,620
% Leucadia Wastewater District Above/Below	6.8%
Median of Comparators	\$ 94,133
% Leucadia Wastewater District Above/Below	2.1%
Number of Matches	17

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Field Services Specialist						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Vista Irrigation District	Engineering Specialist II	\$ 99,279	1/1/2018	unknown	unknown
2	Padre Dam Municipal Water District	Engineering Technician (25)	\$ 97,452	7/1/2017	unknown	unknown
3	Leucadia Wastewater District	Field Services Specialist	\$ 96,137	7/1/2017	7/1/2018	2.5%
4	Vallecitos Water District	Engineering Technician III	\$ 93,000	10/4/2017	3/1/2018	3.50%
5	Helix Water District	Senior Engineering Technician	\$ 90,264	7/1/2017	unknown	unknown
6	Otay Water District	Senior Engineering Technician	\$ 88,047	7/1/2017	unknown	unknown
7	City of Oceanside	Senior Engineering Assistant	\$ 87,468	7/2/2017	unknown	unknown
8	City of Encinitas	Engineering Specialist III	\$ 84,216	7/1/2017	unknown	unknown
9	Valley Center Municipal Water District	Engineering Technician II	\$ 83,691	6/23/2017	unknown	unknown
10	Santa Fe Irrigation District	Engineering Technician	\$ 83,539	1/1/2018	unknown	unknown
11	Fallbrook Public Utility District ¹	[Operations Specialist / Engineering Technician II]	\$ 80,286	7/1/2017	unknown	unknown
12	Eastern Municipal Water District	Engineering Technician II	\$ 77,563	1/1/2018	unknown	unknown
13	City of Vista	Engineering Technician II	\$ 73,572	8/23/2017	unknown	unknown
14	Olivenhain Municipal Water District	Engineering & Right of Way Coordinator	\$ 73,174	6/24/2017	6/23/2018	unknown
15	Ramona Municipal Water District	Engineering Technician	\$ 71,406	1/1/2018	unknown	unknown
16	City of Carlsbad	Engineering Technician II	\$ 70,491	7/3/2017	unknown	unknown
17	City of Escondido	Engineering Technician II	\$ 65,100	9/7/2017	unknown	unknown
18	San Elijo Joint Powers Authority	N/C				
19	Rainbow Municipal Water District	N/C				
20	Encina Wastewater Authority	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 82,409
% Leucadia Wastewater District Above/Below	14.3%
Median of Comparators	\$ 83,615
% Leucadia Wastewater District Above/Below	13.0%
Number of Matches	16

N/C - Non Comparator

1 - Fallbrook Public Utility District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Field Services Superintendent						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Carlsbad	Utilities Manager (Wastewater Section)	\$ 168,100	7/3/2017	unknown	unknown
2	Padre Dam Municipal Water District	Assistant Operations Manager	\$ 139,920	7/1/2017	unknown	unknown
3	Leucadia Wastewater District	Field Services Superintendent	\$ 138,437	7/1/2017	7/1/2018	2.5%
4	Encina Wastewater Authority	Maintenance Manager	\$ 137,775	7/1/2017	unknown	unknown
5	Ramona Municipal Water District ¹	Wastewater Operations Superintendent	\$ 137,613	1/1/2018	unknown	unknown
6	Helix Water District	Field Operations Manager	\$ 133,356	7/1/2017	unknown	unknown
7	Fallbrook Public Utility District	Chief Plant Operator	\$ 125,801	7/1/2017	unknown	unknown
8	City of Vista	Public Works Operations Manager	\$ 124,560	8/23/2017	unknown	unknown
9	City of Oceanside	Water Utilities Division Manager - Wastewater	\$ 124,116	7/2/2017	unknown	unknown
10	San Elijo Joint Powers Authority	Chief Plant Operator	\$ 121,412	7/1/2017	7/1/2018	1.90%
11	Eastern Municipal Water District	Wastewater Collection Manager	\$ 119,662	1/1/2018	unknown	unknown
12	Rainbow Municipal Water District	Wastewater Superintendent	\$ 115,152	1/23/2018	unknown	unknown
13	City of Encinitas	Superintendent	\$ 114,612	7/1/2017	unknown	unknown
14	Vista Irrigation District	N/C				
15	City of Escondido	N/C				
16	Santa Fe Irrigation District	N/C				
17	Olivenhain Municipal Water District	N/C				
18	Valley Center Municipal Water District	N/C				
19	Vallecitos Water District	N/C				
20	Otay Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 130,173
% Leucadia Wastewater District Above/Below	6.0%
Median of Comparators	\$ 125,181
% Leucadia Wastewater District Above/Below	9.6%
Number of Matches	12

N/C - Non Comparator

1 - Ramona Municipal Water District: Requires WWTP Operator IV; with WWTP Operator V desirable. Leucadia WD requires WWTP Operator III.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Field Services Supervisor						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Carlsbad	Utilities Supervisor	\$ 126,600	7/3/2017	unknown	unknown
2	San Elijo Joint Powers Authority	Mechanical Services Supervisor	\$ 120,177	7/1/2017	7/1/2018	1.90%
3	Leucadia Wastewater District	Field Services Supervisor	\$ 115,365	7/1/2017	7/1/2018	2.5%
4	Ramona Municipal Water District	Wastewater Treatment Supervisor	\$ 113,651	1/1/2018	unknown	unknown
5	Encina Wastewater Authority	Shift Supervisor	\$ 113,614	7/1/2017	unknown	unknown
6	Valley Center Municipal Water District	Wastewater Systems Supervisor	\$ 112,154	6/23/2017	unknown	unknown
7	Olivenhain Municipal Water District	Water Reclamation Facilities Supervisor	\$ 110,872	6/24/2017	6/23/2018	unknown
8	Fallbrook Public Utility District	Collection Supervisor	\$ 110,647	7/1/2017	unknown	unknown
9	Otay Water District ²	Utility Maintenance Supervisor	\$ 107,022	7/1/2017	unknown	unknown
10	Vallecitos Water District ¹	Mechanical Electrical Supervisor	\$ 105,072	unknown	unknown	unknown
11	City of Escondido ¹	Plant Systems Technician Supervisor	\$ 104,076	9/7/2017	unknown	unknown
12	Padre Dam Municipal Water District	Construction and Maintenance Supervisor	\$ 103,836	7/1/2017	unknown	unknown
13	Eastern Municipal Water District ¹	Mechanical Maintenance Supervisor	\$ 103,522	1/1/2018	unknown	unknown
14	City of Oceanside ¹	Plant Maintenance Supervisor	\$ 96,240	7/2/2017	unknown	unknown
15	City of Encinitas	Utility and Maintenance Supervisor II	\$ 95,616	7/1/2017	unknown	unknown
16	City of Vista	Public Works Supervisor	\$ 80,016	8/23/2017	unknown	unknown
17	Santa Fe Irrigation District	N/C				
18	Helix Water District	N/C				
19	Rainbow Municipal Water District	N/C				
20	Vista Irrigation District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 106,874
% Leucadia Wastewater District Above/Below	7.4%
Median of Comparators	\$ 107,022
% Leucadia Wastewater District Above/Below	7.2%
Number of Matches	15

N/C - Non Comparator

1 - City of Escondido, City of Oceanside, Eastern Municipal Water District, Vallecitos Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those.

2 - Otay Water District: Requires D2 certification.

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Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Field Services Technician I						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Santa Fe Irrigation District ⁴	Mechanic I	\$ 75,626	1/1/2018	unknown	unknown
2	Encina Wastewater Authority ¹	Operator I	\$ 75,370	7/1/2017	unknown	unknown
3	Ramona Municipal Water District ¹	Wastewater Treatment Operator I	\$ 74,922	1/1/2018	unknown	unknown
4	Padre Dam Municipal Water District ³	Recycled Water Operator (17)	\$ 73,668	7/1/2017	unknown	unknown
5	City of Escondido ¹	Wastewater Treatment Plant Operator I	\$ 72,960	9/7/2017	unknown	unknown
6	City of Oceanside ¹	Wastewater Plant Operator I	\$ 71,112	7/2/2017	unknown	unknown
7	San Elijo Joint Powers Authority	Wastewater Treatment Operator I	\$ 70,947	7/1/2017	7/1/2018	1.90%
8	Fallbrook Public Utility District ¹	Plant Operator I	\$ 70,937	7/1/2017	unknown	unknown
9	Otay Water District ²	Pump Mechanic I	\$ 68,988	7/1/2017	unknown	unknown
10	Valley Center Municipal Water District	Wastewater Systems Technician I	\$ 68,852	6/23/2017	unknown	unknown
11	Eastern Municipal Water District ¹	Mechanical Maintenance Technician I	\$ 68,702	1/1/2018	unknown	unknown
12	Leucadia Wastewater District	Field Services Technician I	\$ 68,542	7/1/2017	7/1/2018	2.5%
13	Vallecitos Water District ¹	Wastewater Treatment Plant Operator I	\$ 67,728	10/4/2017	3/1/2018	3.50%
14	Olivenhain Municipal Water District ¹	Water Reclamation Operator I	\$ 64,230	6/24/2017	6/23/2018	unknown
15	City of Carlsbad ¹	Sanitation Systems Operator I	\$ 63,190	12/19/2016	unknown	unknown
16	Rainbow Municipal Water District	Utility Worker I - Wastewater Services	\$ 62,844	1/23/2018	unknown	unknown
17	Helix Water District	Utility Crew Member I	\$ 61,092	7/1/2017	unknown	unknown
18	City of Encinitas	Utility & Maintenance Technician I	\$ 55,068	7/1/2017	unknown	unknown
19	City of Vista	Wastewater Worker I	\$ 53,580	8/23/2017	unknown	unknown
20	Vista Irrigation District	N/C				

Summary Results		Top Monthly
Average of Comparators		\$ 67,768
% Leucadia Wastewater District Above/Below		1.1%
Median of Comparators		\$ 68,920
% Leucadia Wastewater District Above/Below		-0.6%
Number of Matches		18

N/C - Non Comparator

1 - City of Carlsbad, City of Escondido, City of Oceanside, Eastern Municipal Water District, Encina Wastewater Authority, Fallbrook Public Utility District, Olivenhain Municipal Water District, Ramona Municipal Water District, Vallecitos Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those.

2 - Otay Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. D1 desirable.

3 - Padre Dam Municipal Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. Recycled Water Operator duties include plant maintenance.

4 - Santa Fe Irrigation District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Field Services Technician II						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Encina Wastewater Authority ¹	Mechanical Technician II	\$ 90,302	7/1/2017	unknown	unknown
2	Santa Fe Irrigation District	Mechanic II	\$ 83,539	1/1/2018	unknown	unknown
3	Padre Dam Municipal Water District ²	Recycled Water Operator (20)	\$ 83,016	7/1/2017	unknown	unknown
4	Ramona Municipal Water District ¹⁰	Wastewater Treatment Operator II	\$ 82,618	1/1/2018	unknown	unknown
5	San Elijo Joint Powers Authority	Mechanic II	\$ 81,390	7/1/2017	7/1/2018	1.90%
6	Otay Water District ⁴	Pump Mechanic II	\$ 79,862	7/1/2017	unknown	unknown
7	Valley Center Municipal Water District ³	Wastewater Systems Technician II	\$ 77,786	6/23/2017	unknown	unknown
8	Eastern Municipal Water District ⁴	Mechanical Maintenance Technician	\$ 77,563	1/1/2018	unknown	unknown
9	City of Escondido ¹	Plant Systems Technician II	\$ 76,644	9/7/2017	unknown	unknown
10	Leucadia Wastewater District	Field Services Technician II	\$ 76,295	7/1/2017	7/1/2018	2.5%
11	Vallecitos Water District ⁴	Mechanical Maintenance Worker II	\$ 74,664	10/4/2017	3/1/2018	3.50%
12	Olivenhain Municipal Water District ⁴	Water Reclamation Operator II	\$ 73,174	6/24/2017	6/23/2018	unknown
13	City of Oceanside ¹	Mechanical Technologist II	\$ 72,864	7/2/2017	unknown	unknown
14	Rainbow Municipal Water District	Utility Worker II - Wastewater Services	\$ 72,264	1/23/2018	unknown	unknown
15	Fallbrook Public Utility District ¹	Plant Operator I	\$ 70,937	7/1/2017	unknown	unknown
16	City of Carlsbad ¹	Sanitation Systems Operator II	\$ 69,784	12/19/2016	unknown	unknown
17	Helix Water District	Utility Crew Member II	\$ 67,356	7/1/2017	unknown	unknown
18	City of Encinitas	Utility & Maintenance Technician II	\$ 60,144	7/1/2017	unknown	unknown
19	City of Vista	Wastewater Worker II	\$ 56,268	8/23/2017	unknown	unknown
20	Vista Irrigation District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 75,010
% Leucadia Wastewater District Above/Below	1.7%
Median of Comparators	\$ 75,654
% Leucadia Wastewater District Above/Below	0.8%
Number of Matches	18

N/C - Non Comparator

1 - City of Carlsbad, City of Escondido, City of Oceanside, Eastern Municipal Water District, Encina Wastewater Authority, Fallbrook Public Utility District, Olivenhain Municipal Water District, Otay Water District, Ramona Municipal Water District, Vallecitos Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator

2 - Padre Dam Municipal Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. Recycled Water Operator duties include plant maintenance.

3 - Valley Center Municipal Water District: Match is based on the level of mechanical work performed.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Field Services Technician III						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Santa Fe Irrigation District	Senior Mechanic	\$ 92,279	1/1/2018	unknown	unknown
2	Padre Dam Municipal Water District ³	Recycled Water Operator (23)	\$ 91,212	7/1/2017	unknown	unknown
3	Eastern Municipal Water District ¹	Senior Mechanical Maintenance Technician	\$ 89,565	1/1/2018	unknown	unknown
4	Ramona Municipal Water District ¹	Wastewater Treatment Operator III	\$ 88,941	1/1/2018	unknown	unknown
5	City of Escondido ¹	Senior Plant Systems Technician	\$ 88,884	9/7/2017	unknown	unknown
6	Otay Water District ²	Utility Crew Leader	\$ 88,047	7/1/2017	unknown	unknown
7	Leucadia Wastewater District	Field Services Technician III	\$ 87,370	7/1/2017	7/1/2018	2.5%
8	Fallbrook Public Utility District ¹	Mechanical Technician	\$ 86,431	7/1/2017	unknown	unknown
9	Valley Center Municipal Water District ⁴	Wastewater Systems Technician III	\$ 85,758	6/23/2017	unknown	unknown
10	Olivenhain Municipal Water District ¹	Water Reclamation Operator III	\$ 84,198	6/24/2017	6/23/2018	unknown
11	Rainbow Municipal Water District	Utility Worker III - Wastewater Services	\$ 83,100	1/23/2018	unknown	unknown
12	City of Carlsbad ¹	Sanitation Systems Operator III	\$ 82,659	12/19/2016	unknown	unknown
13	Vallecitos Water District ¹	Senior Wastewater Collection Systems Worker	\$ 76,512	10/4/2017	3/1/2018	3.50%
14	City of Oceanside ¹	Mechanical Technologist III	\$ 76,500	7/2/2017	unknown	unknown
15	Helix Water District	Utility Crew Member III	\$ 74,256	7/1/2017	unknown	unknown
16	City of Encinitas	Utility & Maintenance Technician III	\$ 65,208	7/1/2017	unknown	unknown
17	City of Vista	Wastewater Worker III	\$ 63,552	8/23/2017	unknown	unknown
18	Encina Wastewater Authority	N/C				
19	San Elijo Joint Powers Authority	N/C				
20	Vista Irrigation District	N/C				

Summary Results	Top Monthly
Average of Comparators	\$ 82,319
% Leucadia Wastewater District Above/Below	5.8%
Median of Comparators	\$ 84,978
% Leucadia Wastewater District Above/Below	2.7%
Number of Matches	16

N/C - Non Comparator

1 - City of Carlsbad, City of Escondido, Ramona Municipal Water District, City of Oceanside, Eastern Municipal Water District, Fallbrook Public Utility District, Olivenhain Municipal Water District, Ramona Municipal Water District, Vallecitos Water District : We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-

2 - Otay Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. Utility Crew Leader Requires D2 certification.

3 - Padre Dam Municipal Water District: We recognize that the District's benchmark job is performed by two or more classifications at the comparator agency; we are only reporting the highest-paid classification and salary out of those. Recycled Water Operator duties include plant maintenance.

4 - Valley Center Municipal Water District: Match is based on the level of mechanical work performed.

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Field Services Technician-In-Training						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Ramona Municipal Water District	Wastewater Treatment Operator-In-Training	\$ 68,078	1/1/2018	unknown	unknown
2	City of Escondido	Wastewater Treatment Plant Operator-in -Training	\$ 66,096	9/7/2017	unknown	unknown
3	San Elijo Joint Powers Authority	Wastewater Treatment Operator In Training	\$ 65,200	7/1/2017	7/1/2018	1.90%
4	Padre Dam Municipal Water District	Recycled Water Operator (14)	\$ 64,188	7/1/2017	unknown	unknown
5	Fallbrook Public Utility District	Plant Operator-in-Training	\$ 61,177	7/1/2017	unknown	unknown
6	Eastern Municipal Water District	Water Reclamation Plant Operator-In-Training	\$ 59,384	1/1/2018	unknown	unknown
7	Leucadia Wastewater District	Field Services Technician-In-Training	\$ 59,190	7/1/2017	7/1/2018	2.5%
8	City of Oceanside	Wastewater Plant Operator-in-Training	\$ 58,764	7/2/2017	unknown	unknown
9	Helix Water District	N/C				
10	City of Carlsbad	N/C				
11	Vista Irrigation District	N/C				
12	Rainbow Municipal Water District	N/C				
13	City of Encinitas	N/C				
14	Olivenhain Municipal Water District	N/C				
15	Encina Wastewater Authority	N/C				
16	Valley Center Municipal Water District	N/C				
17	Vallecitos Water District	N/C				
18	Santa Fe Irrigation District	N/C				
19	City of Vista	N/C				
20	Otay Water District	N/C				

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Summary Results	Top Monthly
Average of Comparators	\$ 63,270
% Leucadia Wastewater District Above/Below	-6.9%
Median of Comparators	\$ 64,188
% Leucadia Wastewater District Above/Below	-8.4%
Number of Matches	7

N/C - Non Comparator

Leucadia Wastewater District - Market Compensation Data (Sorted by Top Annual Salary) - Includes SEJPA
March 2018

Technical Services Manager						
Rank	Comparator Agency	Classification Title	Top Annual Salary	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Vallecitos Water District	Operations & Maintenance Manager	\$ 179,700	10/4/2017	3/1/2018	3.50%
2	Leucadia Wastewater District	Technical Services Manager	\$ 179,375	7/1/2017	7/1/2018	2.5%
3	Encina Wastewater Authority	Director, Operations	\$ 179,269	7/1/2017	unknown	unknown
4	Valley Center Municipal Water District	Director of Operations and Facilities	\$ 178,283	unknown	unknown	unknown
5	City of Carlsbad ¹	[Utilities Director / Utilities Manager]	\$ 176,550	7/3/2017	unknown	unknown
6	Rainbow Municipal Water District	Operations Manager	\$ 173,940	1/23/2018	unknown	unknown
7	San Elijo Joint Powers Authority	Director of Operations	\$ 166,166	7/1/2017	7/1/2018	1.90%
8	Ramona Municipal Water District	Water Operations Manager	\$ 165,131	unknown	unknown	unknown
9	Otay Water District	Utility Services Manager	\$ 150,591	7/1/2017	unknown	unknown
10	Eastern Municipal Water District ³	[Wastewater Collection Manager / Director of Water Reclamation]	\$ 145,746	1/1/2018	unknown	unknown
11	City of Escondido ²	Deputy Director of Utilities - Wastewater	\$ 143,052	9/7/2017	unknown	unknown
12	Santa Fe Irrigation District	N/C				
13	City of Oceanside	N/C				
14	City of Encinitas	N/C				
15	Helix Water District	N/C				
16	Olivenhain Municipal Water District	N/C				
17	Fallbrook Public Utility District	N/C				
18	City of Vista	N/C				
19	Vista Irrigation District	N/C				
20	Padre Dam Municipal Water District	N/C				

Summary Results		Top Monthly
Average of Comparators		\$ 165,843
% Leucadia Wastewater District Above/Below		7.5%
Median of Comparators		\$ 170,053
% Leucadia Wastewater District Above/Below		5.2%
Number of Matches		10

N/C - Non Comparator

1 - City of Carlsbad: Span of Responsibility Match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.

2 - City of Escondido: Possession of a Wastewater Treatment Grade 5 certification is highly desirable.

3 - Eastern Municipal Water District: Span of responsibility match: This hybrid match represents that the duties are bridged by a higher and lower level classification at the comparator agency. The salary displayed is an average of the matches.


ATTACHMENT C
FISCAL YEAR 2019
APPROVED LWD SALARY GRADES

Leucadia Wastewater District
Salary Ranges
FY 2019

Position	Salary Range	Annual		Hourly	
		Minimum	Maximum	Minimum	Maximum
Vacant	1	\$ 33,652	\$ 42,065	\$ 16.18	\$ 20.22
Vacant	2	\$ 35,335	\$ 44,168	\$ 16.99	\$ 21.23
Vacant	3	\$ 37,102	\$ 46,377	\$ 17.84	\$ 22.30
Vacant	4	\$ 38,957	\$ 48,696	\$ 18.73	\$ 23.41
Vacant	5	\$ 40,904	\$ 51,131	\$ 19.67	\$ 24.58
Vacant	6	\$ 42,950	\$ 53,687	\$ 20.65	\$ 25.81
Vacant	7	\$ 45,097	\$ 56,371	\$ 21.68	\$ 27.10
Vacant	8	\$ 47,352	\$ 59,190	\$ 22.77	\$ 28.46
Vacant	9	\$ 49,720	\$ 62,150	\$ 23.90	\$ 29.88
Vacant	10	\$ 52,206	\$ 65,257	\$ 25.10	\$ 31.37
Field Services Technician-In-Training Administrative Services Specialist I	11	\$ 54,816	\$ 68,520	\$ 26.35	\$ 32.94
Vacant	12	\$ 57,557	\$ 71,946	\$ 27.67	\$ 34.59
Field Services Technician I Administrative Services Specialist II	13	\$ 60,434	\$ 75,543	\$ 29.06	\$ 36.32
Vacant	14	\$ 63,456	\$ 79,320	\$ 30.51	\$ 38.13
Field Services Technician II Accounting Technician	15	\$ 66,629	\$ 83,286	\$ 32.03	\$ 40.04
Vacant	16	\$ 69,960	\$ 87,451	\$ 33.63	\$ 42.04
Field Services Technician III	17	\$ 73,458	\$ 91,823	\$ 35.32	\$ 44.15
Field Services Specialist Executive Assistant	18	\$ 77,131	\$ 96,414	\$ 37.08	\$ 46.35
Vacant	19	\$ 80,988	\$ 101,235	\$ 38.94	\$ 48.67
Vacant	20	\$ 85,037	\$ 106,297	\$ 40.88	\$ 51.10
Vacant	21	\$ 89,289	\$ 111,612	\$ 42.93	\$ 53.66
Field Services Supervisor Administrative Services Supervisor	22	\$ 93,754	\$ 117,192	\$ 45.07	\$ 56.34
Vacant	23	\$ 98,441	\$ 123,052	\$ 47.33	\$ 59.16
Vacant	24	\$ 103,363	\$ 129,204	\$ 49.69	\$ 62.12
Vacant	25	\$ 108,532	\$ 135,665	\$ 52.18	\$ 65.22
Field Services Superintendent	26	\$ 113,958	\$ 142,448	\$ 54.79	\$ 68.48
Vacant	27	\$ 119,656	\$ 149,570	\$ 57.53	\$ 71.91
Vacant	28	\$ 125,639	\$ 157,049	\$ 60.40	\$ 75.50
Vacant	29	\$ 131,921	\$ 164,901	\$ 63.42	\$ 79.28
Vacant	30	\$ 138,517	\$ 173,146	\$ 66.59	\$ 83.24
Technical Services Manager Administrative Services Manager	31	\$ 145,443	\$ 181,803	\$ 69.92	\$ 87.41
Vacant	32	\$ 152,715	\$ 190,894	\$ 73.42	\$ 91.78

MEMORANDUM

Ref: 19-6330

DATE: August 30 , 2018
TO: Human Resources Committee
FROM: Paul J. Bushee, General Manager 
SUBJECT: Leucadia Wastewater District (LWD) Compensation Policy

RECOMMENDATION:

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

1. Adopt Resolution No. 2304 – Updating LWD's Compensation Policy
2. Discuss and provide direction, as appropriate.

DISCUSSION:

The Leucadia Wastewater District's Compensation Policy was last adopted in November 2003. At that time, the Board also approved LWD's initial version of the Incentive Program under a separate Board action item. The Incentive Program has been updated several times since that time, but the Compensation Policy has remained static.

In light of the fact that it has been nearly 15 years since it was last approved, staff believes that it is prudent for the Board to review and update the Compensation Policy to better reflect LWD's existing compensation program. Key components of the proposed policy are as follows:

- Consolidates the Compensation Policy and Incentive Program under one policy;
- Establishes the three components of the compensation program as: 1) Base Salary, 2) Benefits and 3) Incentive Pay;
- Formally establishes the 19 comparator agencies that LWD has used over the past two compensation studies; and
- Formally establishes LWD's target compensation rate at 10% above the mean (average)
- Eliminates the "Cost Savings Suggestion Award" provision of the Incentive Program because it has never been awarded and staff believes this concept is imbedded within the Base Salary concept.

The proposed policy memorializes the concepts and practices that LWD has utilized over the past 10 years. Because the proposed Compensation Policy essentially represents a complete re-write of the existing policy, staff has included Resolution 2304 as Attachment A and the existing Compensation Policy (Resolution No. 2128) as Attachment B rather than present the changes in bold/strikeout format. Staff will present an overview of the proposed compensation policy at the upcoming meeting.

PJB:

Attachments

ATTACHMENT A
PROPOSED RESOLUTION No. 2304

RESOLUTION NO. 2304

A RESOLUTION OF THE BOARD OF DIRECTORS OF
THE LEUCADIA WASTEWATER DISTRICT
ADOPTING THE UPDATED COMPENSATION POLICY

Whereas, the Leucadia Wastewater District (LWD) Board of Directors last updated the Compensation Policy on November 12, 2003; and,

Whereas, the Board of Directors has identified "People – Assure the highest qualified work force ..." as one its top strategic priorities; and

Whereas, the Board of Directors recognizes that employee compensation should be consistent with the intent of LWD's mission and vision statements, which encourage exceptional LWD performance; and

Whereas, the Board of Directors desires to update the Compensation Policy to reflect LWD's current compensation concepts and practices.

NOW, THEREFORE, it is hereby resolved as follows:

1. The LWD Board of Directors adopts the updated Compensation Policy attached hereto as Exhibit "A" and directs that it be implemented consistent with all applicable laws and related District policies.
2. Resolution No. 2128 and Resolution No. 2260 are hereby repealed in their entirety

Passed and Adopted by the Board of Directors of the Leucadia Wastewater District this 12th day of September 2018 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Elaine Sullivan, President

Attest:

Paul J. Bushee, Secretary /Manager

Exhibit A

Compensation Policy

**LEUCADIA WASTEWATER DISTRICT
COMPENSATION POLICY**

Ref: 19-6329

I. PURPOSE

The Leucadia Wastewater District's (LWD) compensation program is intended to recruit, retain, and motivate the best possible work force. This policy shall be consistent with the intent of LWD's mission and vision statements, which is to encourage exceptional District performance.

II. COMPENSATION PROGRAM

The employee compensation program is designed to compensate each employee at a salary that is commensurate with the skills and aptitude needed to perform each job classification based on the competitive job market in the San Diego area. The compensation program includes the following three primary elements:

- 1) Base Salary - wages paid for a job performed.
- 2) Employee Benefits - health & welfare, time away from work, retirement and related items.
- 3) Incentive Pay - additional incentive payments when specific goals, objectives and/or standards are achieved. Incentive pay may be in the form of individual and organizational awards.

The Board of Directors shall approve the total compensation budget as part of LWD's annual budget process. The General Manager shall be responsible for implementing the approved annual compensation budget.

III. GUIDELINES FOR EMPLOYEE'S COMPENSATION**1) Base Salary**

- ✓ Salary ranges shall exist for all classifications and shall be approved by the Board of Directors by Resolution each fiscal year.
- ✓ The salary ranges shall be based on the target goal of 10% above the competitive market mean. The market mean shall be established by comparing the top of the range of each comparable classification with the top of the range of each LWD salary range.
- ✓ The competitive market shall consist of the 19 San Diego Region public agencies listed in Attachment A. LWD salary ranges and job classifications shall be compared to similar job classifications and salary ranges amongst the 19 agencies.
- ✓ Every position at LWD will have a salary range that identifies the minimum and maximum rate of pay for all positions in that range. The salary range spread shall be 25 percent from the maximum to minimum.

- ✓ Every position at LWD will have an accurate job description detailing the major duties and responsibilities of the position and qualifications for entry into the position.
- ✓ Each employee will be paid a base salary within the established salary range of their position.
- ✓ Base wage adjustments shall be based on performance as assessed by the employee's supervisor and available funding in the compensation budget. Employee performance shall be evaluated annually as a minimum.
- ✓ The Board will consider periodic salary range adjustments in order to stay in line with the target market-based salary objective (10% above mean).
- ✓ Salary range adjustments shall not constitute a general wage adjustment. Base wage adjustments shall be based on merit and performance.
- ✓ Any general wage adjustments shall be at the Board of Director's sole discretion

2) Employee Benefits

LWD will assess and make available a package of employee benefits including legislated and discretionary benefit programs in line with District objectives.

LWD will provide each employee with all required legal documentation and supplementary information on the employee benefits for which they are eligible.

Benefit programs may include the major benefit categories of health and welfare, time away from work, and retirement among other related areas, as appropriate.

An economic evaluation of the cost of each employee benefit program may be made to determine the continuance of the program and the degree to which LWD and/or the employee will contribute to funding of the program(s).

3) Incentive Compensation Program

The purpose of LWD's Incentive Program (Program) is to encourage performance that is above and beyond. The program is "at risk" and incentives are awarded only when objectives of the program are achieved.

Incentive compensation will be awarded for both individual and organizational accomplishments when specific targeted objectives or performance standards have been met. Employees eligible for incentive compensation will be informed in writing of the terms and conditions pertaining to the specific program.

A. Individual Incentive Program is designed to promote individual professional development and outstanding performance.

The program consists of the following three objectives and awards:

Objective No. 1: Exceptional Service Award - Award recognizing outstanding service and dedication. Criteria for award and evaluation are determined by General Manager, and may vary from year to year. Recipients will be recognized by the Board of Directors and receive a one-time \$500 incentive award.

Objective No. 2: Service Award - The Service Award recognizes years of service as an employee. Award of a service award requires approval of the General Manager. Recipients will be recognized by the Board of Directors and receive one-time award in accordance with the following schedule:

Years of Service	Amount of Award
5 yrs	\$100
10 yrs	\$200
15 yrs	\$300
20 yrs	\$400
25 yrs	\$500
30 yrs	\$750
35 yrs	\$1000
40 yrs	\$1500

Objective No. 3: Professional Achievement Award - The Professional Achievement Award recognizes individual accomplishments in the area of work related professional development such as education or technical certification. Eligibility for the Professional Achievement Award will be determined by the General Manager. Recipients will be recognized by the Board of Directors and receive a one-time award in accordance with the following schedule:

<u>Achievement</u>	<u>Amount of Award</u>
Professional certification	\$500
Associates Degree (AA)	\$750
Bachelor's Degree (BA/BS)	\$1,000
Master's Degree (MA/MS/MBA)	\$2,000

~~*Objective No. 4: Cost Savings Suggestion Award* – Board Resolution 731 provides for sharing cost-savings with employees who through innovative practices, ideas or suggestions save the District money. Eligibility for cost-sharing will be evaluated on a case-by-case basis by the General Manager. Final approval and determination of amount of award will require Board of Directors approval.~~

B. Organizational Incentive Program is designed to achieve the following objectives:

- ✓ Protection of the environment
- ✓ Maintain a safe and health workplace
- ✓ Protection of public assets
- ✓ Protection of private and personal property
- ✓ Promotes staff development

The program consists of the following five objectives and awards:

Objective No. 1: Achieve the highest number of consecutive years without a reportable spill. The achievement levels are as follows:

Achievement Levels

1 Year	2 Years	3 – 5 Years	6+ Years
Award amount: \$1,000	Award amount: \$1,000	Award amount: \$1,500	Award amount: TBD

Objective No. 2: Cost sharing of CSRMA’s Liability and Workers’ compensation retrospective refunds or dividends. The incentive award is fifty percent (50%) of the total amount refunded to LWD, divided between the number of LWD employees.

Objective No. 3: The District receives recognition or awards from external or members agencies, such as, CWEA, CASA, and CSDA. The incentive award is based on the specific type of award. If the District receives a competitive based **local** award and receives the 1st place award, then each employee is eligible for an \$100 incentive award. If the District receives a competitive based **state** award and receives 1st place, then each employee is eligible for a \$300 incentive award.

Objective No. 4: Achieve highest number of consecutive years without a lost time injury. The achievement levels are as follows:

Achievement Levels

1 Year	2 Years	3-4 Years	5-9 Years	10-14 Years	15+ Years
Award Amount: \$300	Award Amount: \$500	Award Amount: \$1,000	Award Amount: \$1,200	Award Amount: \$1,500	Award Amount: TBD

Objective No. 5: Achieve highest number of consecutive years without a vehicle accident. The achievement levels are as follows:

Achievement Levels

1 Year	2 Years	3-4 Years	5-9 Years	10-14 Years	15+ Years
Award Amount: \$250	Award Amount: \$375	Award Amount: \$500	Award Amount: \$750	Award Amount: \$1,000	Award Amount: TBD

IV. LIMITATIONS

No provisions of this Policy shall be deemed to constitute an agreement by LWD to retain any person in its employment for any period of time.

V. DELEGATION OF AUTHORITY

The Board of Directors has sole authority to amend or revise this Compensation Policy.

ATTACHMENT A

List of Comparator Agencies

Agency
1. City of Carlsbad
2. City of Encinitas
3. City of Escondido
4. City of Oceanside
5. City of Vista
6. Eastern Municipal Water District
7. Encina Wastewater Authority
8. Fallbrook Public Utility District
9. Helix Water District
10. Olivenhain Municipal Water District
11. Otay Water District
12. Padre Dam Municipal Water District
13. Rainbow Municipal Water District
14. Ramona Municipal Water District
15. San Elijo Joint Powers Authority
16. Santa Fe Irrigation District
17. Vallecitos Water District
18. Valley Center Municipal Water District
19. Vista Irrigation District

ATTACHMENT B
RESOLUTION No. 2128

RESOLUTION NO. 2128

A RESOLUTION OF THE BOARD OF DIRECTORS
OF THE LEUCADIA WASTEWATER DISTRICT
ESTABLISHING AN EMPLOYEE
COMPENSATION POLICY

WHEREAS, it is the mission of the Leucadia Wastewater District (LWD) to collect, transport, recycle and dispose of wastewater in the safest, most reliable, most effective, cost efficient, and environmentally sensitive manner; and

WHEREAS, the LWD employees are competent, professional and capable individuals who make vital contributions on a daily basis to protect the public health of the community and carry out the District mission; and

WHEREAS, the Board of Directors recognize that the employees of the District represent a valuable and important resource to the community; and

WHEREAS, the Board of Directors recognize that employees should be compensated in a competitive manner that provides equitable consideration of both individual and staff accomplishments and performance, and

WHEREAS, it is the intent of the Board of Directors to provide appropriate compensation as well as reward and recognition programs to assure that LWD has the highest-qualified workforce able to provide superior service to District residents,

NOW, THEREFORE, THE BOARD OF DIRECTORS OF LEUCADIA WASTEWATER DISTRICT DOES HEREBY RESOLVE, DETERMINE AND ORDER as follows:

1. The LWD Employee Compensation Policy attached hereto as Exhibit "A", is hereby approved and adopted; and
2. To the extent any previous Resolution is inconsistent with this Resolution, that inconsistency shall be null and void.
3. Resolution No. 897 is repealed in its entirety.

Resolution No. 2128
November 12, 2003
Page two

PASSED AND ADOPTED by the Board of Directors at a meeting of the LWD, held November 12, 2003 by the following vote:

AYES: Hanson, Sullivan, Humphreys, Juliussen and Kulchin

NOES: None

ABSENT: None

ABSTAIN: None

Judy K. Hanson
Judy K. Hanson, President

ATTEST:

Michael J. Bardin
Michael J. Bardin, General Manager

(SEAL)



EMPLOYEE COMPENSATION POLICY

I. INTRODUCTION

The continued success of the Leucadia Wastewater District (LWD) is dependent on its ability to attract and retain the services of experienced, capable employees. To accomplish this, LWD endeavors to provide employee compensation for effective service and superior performance. The Board of Directors hereby communicates its commitment to this goal through the establishment of a performance-based incentive compensation program that will advance the interests of LWD, its ratepayers and the broader regional community at large.

II. COMPENSATION PHILOSOPHY

It is the intent of the Board of Directors that the LWD provide performance-based compensation for LWD employees in order to accomplish the following:

- Provide a level of compensation in line with the LWD mission
- Retain employees and motivate employees to achieve superior performance
- Reward excellence in job performance and provide incentive to achieve maximum results both on an individual and staff-wide basis
- Have the ability to attract qualified candidates to meet the LWD's staffing requirements

III. ELEMENTS OF COMPENSATION

The LWD Compensation Program shall include the following three primary elements:

Base Salary - wages paid for a job performed

Incentive Pay - additional cash payments when specific goals, objectives and/or standards are achieved or exceeded. Incentive pay may be in the form of individual and/or staff awards

Employee Benefits - health & welfare, time away from work, retirement and related items

The Board of Directors shall approve annual compensation in conjunction with the annual budget development process. The annual compensation budget will take into consideration base wages, discretionary employee benefits and incentive compensation. No increase to any component of the compensation program will be considered unless LWD has the ability to fund the cost of such increase. The General Manager will be responsible for implementing the annual compensation budget.

IV. GUIDELINES

BASE SALARY

- Each employee will have a base salary which will comply with all applicable federal, state and local wage and hour laws and regulations.
- Every position at LWD will have an accurate position description detailing the major duties and responsibilities of the position and qualifications for entry into the position.
- Every position at LWD will have a salary range which will identify the minimum and maximum rate of pay for all positions in that range.
- Each employee will be paid a base salary within the established salary range of their position.
- Salary ranges for each position at LWD will be reflective of base salaries in comparable sized public agencies and private employers in the San Diego County region. Increase in the salary ranges will not mean an automatic increase in employee base pay. General wage adjustments in conjunction with an increase in salary ranges shall be at the sole discretion of the Board of Directors.
- The specific base salary of an employee will be dependent upon his/her qualifications, demonstrated performance, accomplishment of assigned duties and responsibilities, and ability to promote District values and other objectives as may be established by management.
- Each employee may be reviewed for a base salary adjustment in line with the annual compensation budget. A performance evaluation may be used as an aide in determining eligibility for and the amount of a base salary adjustment.

INCENTIVE COMPENSATION

- Incentive compensation program(s) may be approved, where appropriate, to enhance motivation to accomplish specific targeted objectives or meet performance standards.

- Incentive compensation under such programs shall only be available when goals or standards are met or exceeded.
- Incentive compensation may be awarded for both individual and staff accomplishment of specific targeted objectives or meeting of performance standards.
- Elements of incentive compensation program(s) require the approval of the Board of Directors.
- Employees eligible for incentive compensation will be informed in writing of the terms and conditions pertaining to the specific program.

EMPLOYEE BENEFITS

- LWD will assess and make available a package of employee benefits including legislated and discretionary benefit programs in line with District objectives.
- LWD will provide each employee with all required legal documentation and supplementary information on the employee benefits for which they are eligible.
- Benefit programs may include the major benefit categories of health and welfare, time away from work, and retirement among other related areas, as appropriate.
- An economic evaluation of the cost of each employee benefit program may be made to determine the continuance of the program and the degree to which LWD and/or the employee will contribute to funding of the program(s).

V. LIMITATIONS

No provisions of this Policy shall be deemed to constitute an agreement by LWD to retain any person in its employ for any period of time.

VI. DELEGATION OF AUTHORITY

The Board of Directors of the LWD has sole authority to amend or revise this Compensation Policy. The General Manager shall establish written procedures for the implementation and management of the District's compensation program.