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Final Report of the
Compensation Study
Mid-Peninsula Water District

May 2014

Koff & Associates

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Final Report – Compensation Study

Mid-Peninsula Water District

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BACKGROUND

The Mid-Peninsula Water District contracted with Koff & Associates, Inc. to conduct a comprehensive compensation study. Compensation findings, internal salary relationships, and implementation factors and options are discussed in this report.

This compensation review process was precipitated by:

- The need for a Compensation Plan to address changes in service performance levels by staff, ensure salaries are reflective of assigned duties, provide justifiable pay differentials between individual classes, and maintain parity with relevant labor markets.
- The interest to ensure that internal relationships of salaries are based upon an objective analysis including both quantitative and qualitative factors, resulting in equity across the District.

STUDY PROCESS

Benchmarking Classifications

All ten (10) of the District's classifications were selected to collect compensation data for within the defined labor market. Survey classes that had the most consistent and useful survey data were used as "benchmarks" in building the compensation plan. Benchmark classes are those classes that are tied directly to market salary data during the salary setting process. These classes are used as a means of anchoring the District's overall compensation plan to the market.

The survey classifications included:

- | | |
|--|--|
| <ul style="list-style-type: none">➤ Administrative Services Manager➤ Customer Service Representative➤ Engineering Technician➤ General Manager➤ Maintenance Foreman | <ul style="list-style-type: none">➤ Maintenance Superintendent➤ Maintenance Worker➤ Mechanic➤ Project Coordinator➤ Pump-Regulator Specialist |
|--|--|

When we contact the comparator agencies to identify possible matches for each of the benchmarked classifications, there is an assumption that we will not be able to find comparators that are 100% equivalent to the classifications at the District. Therefore, we do not just go by job titles, which can often be misleading, but we analyze each class description before we consider it as a comparator. Our methodology is to analyze each class description according to the factors listed on page 4 and we require that a position's "likeness" be at approximately 70% of the matched position to be included.

When we do not find an appropriate match with one class, we often use "brackets" which can be functional or represent a span in scope of responsibility. A functional bracket means that the job of one classification at the District is performed by two classifications at a comparator agency. A "bracket" representing a span in scope means that the comparator agency has one class that



is “bigger” in scope and responsibility and one position that is “smaller,” where MPWD’s class falls in the middle.

In all, of the ten (10) benchmarked classifications identified, we were able to collect sufficient data from the comparator agencies on all ten (10) of the classifications. We consider fewer than four (4) comparison matches to be insufficient for analysis because fewer matches make variations in market salaries more significant and results may not accurately reflect the market. None of the benchmarked classifications had fewer than four comparison matches.

Benchmarking Comparator Agencies

The second, most important step in conducting a market salary study is the determination of appropriate agencies for comparison.

In considering the selection of valid agencies for salary comparator purposes, a number of factors should be taken into consideration:

- 1. Organizational type and structure** – We generally recommend that agencies of a similar size, providing similar services to that of the MPWD be used as comparators. The comparators chosen were comprised of six (6) cities, and seven (7) special districts that all provide water distribution services.

When it comes to the more technical types of classes, such as those specializing in Utilities or Wastewater, the size of an organization is not as critical, as these classes perform fairly similar work due to its technical nature regardless of the size of the organization, i.e., no matter whether at a city or a special district, for example.

The difference in the size of the 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. For example, it may not be appropriate to compare an Administrative Services Manager position at a special district with a staff of only a few employees with an Administration Department Director position at a large agency in charge of multiple divisions, each with a large staff and with several managerial and supervisory levels reporting to that position. In this case, we often look to the next lower and/or other classifications as a compromise.

- 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. Both larger and smaller agencies were selected as comparators.
- 3. Scope of services provided and geographic location** – Organizations providing the same services are ideal for comparators and most comparator agencies surveyed provide similar services to the MPWD, including water storage and distribution.



When it comes to management and executive classifications, the types of services provided by an agency become less important, as each agency still needs administrative, financial, and program-related leadership classifications. At the management level, differences in size and scope of services are more critical when considering comparators, as explained above.

4. **Labor market** – 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. As mentioned above, the geographic labor market area, where the MPWD may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to the District, the resulting labor market data generally reflects the region's cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to the District.
5. **Compensation Philosophy** – Does the organization regularly conduct a market survey, and, once completed, how is this information applied? Many agencies pay to the median, some pay to the average, others may pay to a different percentile. In addition, salary ranges may be set strictly upon market base salary values or may include the total value of salary and benefits when developing a compensation policy.

All of the above elements should be considered in selecting the group of comparator agencies. The District agreed on a list of comparator agencies and the following thirteen (13) agencies were used as comparators for the purposes of this market study:

- Alameda County Water District
- City of Burlingame
- City of Daly City
- City of Foster City
- City of Millbrae
- City of Redwood City
- City of San Bruno
- Coastside County Water District
- Dublin San Ramon Services District
- North Coast County Water District
- Purissima Hills Water District
- Santa Clara Valley Water District
- Westborough Water District

Data Collection

Data was mostly collected in March of 2014 through websites, planned telephone conversations with human resources, accounting, and/or finance personnel at each comparator agency, and careful review of agency documentation of classification descriptions, memoranda of understanding, organization charts, and other documents.

We believe that the salary data collection step is the most critical for maintaining the overall credibility of any study. We rely very heavily on the MPWD's classification descriptions, as they



are the foundation for our comparison. Personnel staff of the comparator agencies were interviewed by telephone, whenever possible, to understand their organizational structure and possible classification matches.

In identifying appropriate comparisons for MPWD's classifications, we use the same factors and criteria that we analyze when updating the District's classification plan structure and determining the proper allocation of each position during the classification study process. Factors that we consider include:

- Education and experience requirements;
- Knowledge, abilities, and skills required to perform the work;
- The scope and complexity of the work;
- 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.

All salary survey and benefit information can be found in Appendix II and a summary of the results can be found in Appendix I. For each surveyed class, there are three information pages:

- Market Base (Top Step) Salary Summary Data
- Benefit Detail (Monthly Equivalent Values)
- Monthly Total Compensation Cost Summary Data

Our analysis includes the mean (average) and median (midpoint) comparator data for each benchmarked classification (assuming we were able to identify at least four matches). In agreement with industry best practice, our firm recommends reviewing the median, rather than the average, when evaluating the data. The median is the exact midpoint of all the market data we collected, with 50% of market data below and 50% of market data above. We recommend using the median methodology as it is not skewed by extremely high or low salary values (unlike the mean).

MARKET COMPENSATION FINDINGS

As mentioned above, all of the compensation data can be found in Appendix II of this report. The market base compensation salary findings for each class surveyed are listed below, using the median results, arranged in descending order from the most positive percentile (above market) to the most negative (below market). The market base total compensation findings are also listed below. The percentile represents the difference between the District's current base salary/total compensation for each classification and the median base salary/total compensation of the comparator agencies.



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Classification	% above or below Top Monthly Median	% above or below Total Comp Median
Administrative Services Manager	5.9%	9.1%
Maintenance Superintendent	1.8%	7.2%
Project Coordinator	-0.8%	-4.5%
Maintenance Worker	-2.4%	-0.7%
Mechanic	-4.0%	2.8%
Engineering Technician	-5.0%	0.9%
Pump/Regulator Specialist	-8.1%	0.0%
Customer Service Representative	-9.9%	-3.4%
General Manager	-10.2%	-4.8%
Maintenance Foreman	-16.7%	-9.3%

Market base salary results show that out of ten (10) benchmarked classifications two (2) are paid above the market median. One (1) class is paid above the market median by 5% or less and one (1) class is paid above the market median by more than 5% and less than 10.

Of the ten (10) benchmarked classifications, eight (8) are paid below the market median. Four (4) classes are paid below the market by 5% or less, two (2) classes are paid below the market by more than 5% and less than 10%, and two (2) classes are paid below the market by more than 10% but less than 20%.

Generally, we consider a classification falling within 5% of the median to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of work and position requirements. However, when considering implementation options, MPWD could adopt a closer standard.

Market total compensation results show that four (4) of the benchmarked classifications are paid above the market median. Two (2) classes are paid above the market by less than 5% and two (2) classes are paid by more than 5% and less than 10%.

Five (5) benchmarked classifications are paid below the market median. Four (4) classes are paid below the market median by less than 5%, and one (1) class is paid below the market by more than 5% and less than 10%.

One (1) classification is paid at the market median.

Overall, these differences between market base salaries and total compensation indicate that the MPWD's benefits package, in terms of cost, is greater than that of the market. Further analysis indicates that, on average, classifications are 4.9% below the market median for base salaries, while that figure changes to 0.3% below market based on total compensation, which is a 4.6% difference on average.

A more in-depth analysis of each benefit component shows that the difference in MPWD's benefit cost compared to the market is mostly due to the much greater cost of its medical,



dental, and vision insurance plans. This is not uncommon for smaller organizations with small group plans that can often be more expensive than large group plans. The age of the workforce often drives the cost of small group plans up as well, and the District has many long-term employees who are older. At the same time, higher medical premiums do not always translate in to greater benefits for employees.

Due to the fact that the greater cost of MPWD's benefits package is mostly driven by the cost of its insurance plans, we will base our salary recommendations on base salaries versus total compensation.

Additional Benefits Information

The District requested the collection of additional benefits information, from the comparator agencies specifically retiree health benefits, uniform allowance, safety incentive programs, certification pay, and employee recognition programs. The results of our findings could not be quantified in our benefits data spreadsheets but can be found in Appendix V of this report.

INTERNAL SALARY RELATIONSHIPS

In addition to determining salary levels for the surveyed classes based on market data, internal salary relationships were considered and consistently applied in order to develop specific salaries to be considered for all classes. Appendix IV presents proposed salary range placements for each classification at MPWD that factor in market data, as well as, the current internal salary relationship guidelines. Our proposal is just one option for the District's consideration.

In addition, when considering an appropriate salary range level, there are certain standard human resources practices that are normally applied, as follows:

- As mentioned above, 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.
- Certain internal percentages are often applied. Those that are the most common are:
 - ❖ The differential between a trainee and experienced class in a series (I/II or Trainee/Experienced) is generally 10% to 15%;
 - ❖ A lead or advanced journey-level (III or Senior-level) position is generally placed 10% to 15% above the next lower experienced level; and
 - ❖ A full supervisory position is normally placed at least 10% to 25% above the highest level supervised, depending upon the breadth and scope of supervision.

We can also make internal equity adjustments between classifications such as Superintendent and Foreman, for example, especially within one department.

- 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 classification 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 needs to be given to these alignments because they represent internal value of classifications within job families, as well as across the organization.

All ten (10) MPWD classifications were benchmarked for the study. It is 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 in the needs of the organization.

MPWD may want to make other internal equity adjustments as it implements a compensation strategy. This market survey, report, and recommendations are only a tool to be used by the District to determine market indexing and salary determination. Detailed information regarding each class' current salary and the percentage difference to the market median is found in Appendix I of this report.

IMPLEMENTATION FACTORS AND OPTIONS

Pay Philosophy

The District has many options regarding what type of compensation plan it wants to implement. This decision will be based on what the District's pay philosophy is, at which level it desires to pay its employees compared to the market, 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.

Another consideration will be the cost of MPWD's pay philosophy. Bringing all employees to the market median would denote an increase of MPWD's payroll expenses and may not be feasible to accomplish with one immediate adjustment.

Monthly Salary Plan

The current District salary structure consists of 5 steps that are 5% apart from each other. It has not been the District's practice to use the step system for a number of years. When performance-based merit increases are given, the District places employees in-between the steps of the current range system, if necessary based on the implemented percentage salary increase. We therefore recommend a salary structure that consists of ranges without steps that only have a minimum and maximum. Appendix III contains the proposed salary schedule, should the District choose to move towards this compensation model.

Salary Range Placements

Should the District choose to implement a compensation plan that combines the market data results and internal alignment factors, Appendix IV illustrates the proposed salary range



placement for each classification based on our analysis of market data and internal relationships. This proposal is just one option for the MPWD's consideration. The range placements were based on the District's current compensation philosophy. Each benchmark classification was placed into the salary range schedule closest to its market base salary median. The spreadsheet also includes our rationale for each proposed placement and the projected percentage change.

In the future, if MPWD decides to implement annual across-the-board Cost of Living Adjustments (COLAs), the salary schedule 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 MPWD may be interested in bringing all salaries to its market philosophy this goal may not be reached with a single adjustment due to fiscal considerations. 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 market median should receive the greatest equity increase (separate from any cost of living increase). If a class falls within five percent (5%) of the market median, 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 median, a higher percentage change may be initially warranted to begin minimizing the disparity.

For example, if the District decided to implement the proposed salary range placements over a three (3) year period, then the following guidelines could be applied for the initial increase of the three-year implementation plan:

Market Disparity	% Increase
0 to 4.99%	0 to 2.49%
5.0% to 9.99%	2.5% to 4.99%
10% 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 represents the adjustment needed in order to provide a portion of the equity increase and to place the class into the newly recommended salary range. 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 disparity of 0 to 4.99%, we recommend a 0% increase in the first year and an adjustment in the second year. Depending upon the District'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. The District may also consider a similar implementation plan over a longer period of time, such as a five (5)-year implementation plan.

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 the same as their current compensation. This would mean that no adjustments to actual employee salaries are made but employees would then have more room to grow in their new salary range. If employees' current salaries are so far below market that their current compensation falls below even the bottom of the newly recommended range, then larger adjustments may need to be considered to move those employees at least to the bottom of the new salary range.

The District 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.

One implementation option for MPWD would be to Y-rate employees who are at a salary above their current market salary range until the market numbers "catch up" with their current salary. 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 class' 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 leave the District or retire. 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 leaves or retires from the District and then adjust the salary range for the class according to the market.

Another option, of course, is to actually reduce salaries down to where the market numbers are. However, from a legal as well as an employee relations perspective, it is highly questionable whether that really is a viable option. Legal representation for different agencies has various interpretations of the legality of reducing salaries.

USING MARKET DATA AND THIS REPORT AS A TOOL

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

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



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Respectfully Submitted,
Koff & Associates

A handwritten signature in blue ink that appears to read "Georg S. Krammer".

Georg Krammer
Chief Executive Officer



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Mid-Peninsula Water District

Appendix I

Results Summary

Mid-Peninsual Water District
 Results Summary
 April 2014

Classification	Top Monthly Salary Data					Total Monthly Compensation Data				
	MPWD Current Maximum Salary	Average	% above or below	Median	% above or below	MPWD Total Monthly Compensation	Average	% above or below	Median	% above or below
Administrative Services Manager	\$10,110	\$9,089	10.1%	\$9,518	5.9%	\$14,728	\$13,262	10.0%	\$13,382	9.1%
Customer Service Representative	\$4,991	\$5,456	-9.3%	\$5,487	-9.9%	\$8,263	\$8,647	-4.6%	\$8,540	-3.4%
Engineering Technician	\$6,216	\$6,677	-7.4%	\$6,529	-5.0%	\$9,759	\$9,911	-1.5%	\$9,672	0.9%
General Manager	\$12,385	\$13,613	-9.9%	\$13,654	-10.2%	\$17,916	\$19,318	-7.8%	\$18,768	-4.8%
Maintenance Foreman	\$6,215	\$7,384	-18.8%	\$7,256	-16.7%	\$9,758	\$10,803	-10.7%	\$10,662	-9.3%
Maintenance Superintendent	\$8,963	\$9,251	-3.2%	\$8,798	1.8%	\$13,797	\$13,586	1.5%	\$12,810	7.2%
Maintenance Worker	\$5,503	\$5,951	-8.1%	\$5,634	-2.4%	\$8,888	\$9,176	-3.2%	\$8,948	-0.7%
Mechanic	\$6,216	\$6,637	-6.8%	\$6,464	-4.0%	\$9,759	\$9,861	-1.0%	\$9,491	2.8%
Project Coordinator	\$6,215	\$6,749	-8.6%	\$6,265	-0.8%	\$9,758	\$10,278	-5.3%	\$10,200	-4.5%
Pump/Regulator Specialist	\$6,215	\$6,758	-8.7%	\$6,717	-8.1%	\$9,758	\$9,990	-2.4%	\$9,759	0.0%
			Average:	-7.1%	Average:	-4.9%	Average:	-2.5%	Average:	-0.3%



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Appendix II

Market Base Salary, Benefits Detail, and Total Compensation Findings

Mid-Peninsula Water District
Top Monthly Salary Data
February 2014

ADMINISTRATIVE SERVICES MANAGER			Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
Rank	Comparator Agency	Class Title				
1	Dublin San Ramon Services District	HR Supervisor / HR Analyst II / Financial Services Supervisor / Accountant II / Executive Services Supervisor ¹	\$11,354	1/1/2014	1/1/2015	Unknown
2	Alameda County Water District	Customer Service Supervisor II / Executive Assistant-District Secretary/ Accountant III/ Accounting & Treasury Manager ¹	\$11,136	6/24/2013	6/24/2014	2%
3	Mid-Peninsula Water District	Human Resources and Risk Manager ¹				
4	City of Burlingame	Administrative Services Manager / Financial Services Manager / Human Resources Manager / Human Resources Specialist II / Human Resources Director / City Clerk ¹	\$10,110	3/17/2014	12/1/2014	Unknown
5	Santa Clara Valley Water District	Supervising Accountant / Senior Management Analyst / Deputy Clerk of the Board ¹	\$9,865	6/24/2013	Unknown	3%
6	Westborough Water District	Office Supervisor ³	\$9,793	1/1/2013	Unknown	Unknown
7	City of Redwood City	Senior Accountant / Financial Services Manager / Senior Human Resources Representative / Human Resources Manager / Deputy City Clerk ^{1,2}	\$9,711	2/13/2014	Unknown	Unknown
8	City of Foster City	Accounting Manager / Human Resources Analyst / Human Resources Director / Deputy City Clerk ¹	\$9,325	7/1/2013	Unknown	Unknown
9	City of Millbrae	Financial Services Manager / City Clerk ¹	\$9,255	7/1/2013	Unknown	Unknown
10	City of Daly City	Utility Billing Supervisor / Human Resources Analyst / Accountant/ Deputy Director of Finance & Administrative Services / Assistant City Clerk ¹	\$7,866	11/24/2012	Unknown	Unknown
11	City of San Bruno	Financial Services Supervisor / Accounting Supervisor / Management Analyst II / City Clerk ¹	\$7,478	2/4/2008	Unknown	Unknown
12	Coastside County Water District	Office Manager	\$7,024	7/1/2013	7/1/2014	3%
13	Purissima Hills Water District	District Secretary	\$6,156	1/1/2014	Unknown	Unknown
	North Coast County Water District	N/C ⁴				
			Average of Comparators	\$9,089		
			% Mid-Peninsula Water District Above/Below	10.1%		
			Median of Comparators	\$9,518		
			% Mid-Peninsula Water District Above/Below	5.9%		

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

1- Mid-Peninsula Water District's classification is bracketed by two or more comparators to encompass all duties.

2- Deputy City Clerk requires possession of a Notary Public license.

3- Office Supervisor is now Assistant General Manager; the description is the same with some additional duties.

4 - North Coast County Water District's Administrative Manager position was vacant at the time of data collection and salary and benefits information could not be provided.

Mid-Peninsula Water District
Top Monthly Salary Data
February 2014

CUSTOMER SERVICE REPRESENTATIVE			Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
1	Dublin San Ramon Services District	Customer Service Representative II ²	\$7,342	1/1/2014					
2	Alameda County Water District	Customer Account Representative II ⁸	\$5,918	7/1/2012	Unknown	Unknown	Unknown		
3	City of Burlingame	Accounting Assistant III ³	\$5,847	1/1/2013	1/1/2015				3%
4	City of San Bruno	Accounting & Customer Service Representative III	\$5,741	11/12/2007	Unknown	Unknown	Unknown		
5	City of Foster City	Accounting Specialist ⁵	\$5,617	7/1/2009	Unknown	Unknown	Unknown		
6	Coastside County Water District	Office Specialist ⁹	\$5,487	7/1/2013	7/1/2014				3%
7	Westborough Water District	Operations Assistant ⁷	\$5,449	6/10/2013	Unknown	Unknown	Unknown		
8	City of Redwood City	Account Clerk II ¹	\$5,069	2/13/2014	Unknown	Unknown	Unknown		
9	Mid-Peninsula Water District	Customer Service Representative	\$4,991	10/26/2012	Unknown	Unknown	Unknown		
10	North Coast County Water District	Customer Service Representative II ⁴	\$4,821	7/1/2009	Unknown	Unknown	Unknown		
11	City of Millbrae	Account Clerk III ⁶	\$4,634	1/1/2008	Unknown	Unknown	Unknown		
12	Purissima Hills Water District	Customer Service Representative	\$4,091	1/1/2014	Unknown	Unknown	Unknown		
	N/C	N/C							
	N/C	N/C							
						Average of Comparators	\$5,456		
						% Mid-Peninsula Water District Above/Below	-9.3%		
						Median of Comparators	\$5,487		
						% Mid-Peninsula Water District Above/Below	-9.9%		

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

1- Account Clerk II requires any combination of education and experience equivalent to completion of the 12th grade supplemented by specialized training and 2 years of experience.

2- Customer Services Representative II requires any combination of education, licensing, and/or experience equivalent to completion of the 12th grade and 2 years of experience.

3- Accounting Assistant III requires any combination of education and experience equivalent to a high school diploma supplemented by bookkeeping or accounting coursework and 3 years of experience.

4- Customer Service Representative III requires any combination of education and experience equivalent to high school diploma and 2 years of experience.

5- Accounting Specialist is a general classification that may be assigned to utility billing, payroll, accounts receivable, accounts payable, or business licenses; requires any combination of education and experience equivalent to graduation from high school plus additional college or university coursework and 2 years of experience.

6- Account Clerk III requires equivalent to completion of the 12th grade and 2 years of experience.

7- Operations Assistant requires graduation from high school and 2 years of experience.

8 - Customer Account Representative II requires completion of the 12th grade or its equivalent and 3 years of experience.

9 - Office Specialist II requires high school diploma or equivalent and 5 years of experience.

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Top Monthly Salary Data
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ENGINEERING TECHNICIAN			Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
Rank	Comparator Agency	Class Title				
1	Dublin San Ramon Services District	Engineering Technician - GIS Specialist II ³	\$8,065	1/1/2014	1/1/2015	Unknown
2	Alameda County Water District	Engineering Technician II ⁹	\$7,995	7/1/2012	Unknown	Unknown
3	Santa Clara Valley Water District	Engineering Technician III ⁴	\$7,268	6/24/2013	Unknown	Unknown
4	City of Foster City	Senior Engineering Technician ⁶	\$6,995	7/1/2009	Unknown	Unknown
5	City of San Bruno	Engineering Technician/Public Works Inspector ¹	\$6,680	11/12/2007	Unknown	Unknown
6	City of Daly City	Engineering Technician/Public Works Inspector ⁶	\$6,379	9/3/2011	Unknown	Unknown
7	City of Burlingame	Engineering Technician II ⁴	\$6,355	1/1/2013	1/1/2015	3%
8	Mid-Peninsula Water District	Engineering Technician II ⁴	\$6,216	10/26/2012	Unknown	Unknown
9	City of Redwood City	Engineering Technician II ²	\$6,078	2/13/2014	Unknown	Unknown
10	City of Millbrae	Engineering Technician ⁷	\$5,602	1/1/2008	Unknown	Unknown
11	North Coast County Water District	Engineering Technician ⁵	\$5,351	7/1/2009	Unknown	Unknown
	Coastside County Water District	N/C				
	Purissima Hills Water District	N/C				
	Westborough Water District	N/C				
			Average of Comparators % Mid-Peninsula Water District Above/Below	\$6,677 -7.4%		
			Median of Comparators % Mid-Peninsula Water District Above/Below	\$6,529 -5.0%		

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

1- Engineering Technician/Public Works Inspector does not require Class B driver's license and does not require DPH Grade II Water Distribution System certificate.

2- Engineering Technician II does not require Class B driver's license and does not require DPH Grade II Water Distribution System certificate.

3- Engineering Technician-GIS Specialist II requires any combination of education, licensing, and/or experience equivalent to completion of an Associate of Arts degree and 3 years of experience; also requires GIS or CADD training certificate; Class B driver's license and DPH Grade II Water Distribution System certificate are not required.

4- Engineering Technician III does not require Class B driver's license and does not require DPH Grade II Water Distribution System certificate.

5- Engineering Technician does not require DPH Grade II Distribution System certificate and does not require Class B driver's license.

6- Senior Engineering Technician does not require Class B driver's license and does not require DPH Grade II Water Distribution System certificate.

7- Engineering Technician does not require Class B driver's license and does not require DPH Grade II Water Distribution System certificate.

8- Engineering Technician does not require DPH Grade II Water Distribution System certificate.

9 - Engineering Technician II does not require Class B driver's license and only requires a DPH Grade I Water Distribution System certificate.

Mid-Peninsula Water District
Top Monthly Salary Data
February 2014

GENERAL MANAGER		Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
Rank	Comparator Agency					
1	Alameda County Water District	Operations and Maintenance Manager ⁴	\$17,325	6/24/2013	6/24/2014	2%
2	Dublin San Ramon Services District	Operations Manager ⁵	\$16,445	1/1/2014	1/1/2015	Unknown
3	Coastside County Water District	General Manager ⁶	\$15,947	7/1/2013	7/1/2014	3%
4	City of Daly City	Director of Water & Wastewater Resources ³	\$15,632	10/1/2011	Unknown	Unknown
5	City of Foster City	Director of Public Works ⁷	\$14,607	7/1/2013	Unknown	Unknown
6	Westborough Water District	General Manager ⁸	\$14,362	6/10/2013	Unknown	Unknown
7	Santa Clara Valley Water District	Utility Treated Water Operations Unit Manager ¹	\$12,946	6/24/2013	Unknown	Unknown
8	Mid-Peninsula Water District	General Manager	\$12,385	3/17/2014	Unknown	Unknown
9	City of Burlingame	Public Works Superintendent ⁹	\$11,582	1/1/2013	1/1/2015	3%
10	City of Millbrae	City Engineer / Public Works Superintendent ²	\$11,301	7/1/2013	Unknown	Unknown
11	City of San Bruno	Deputy Public Works Director - Utilities & Operations, P.E. ¹⁰	\$11,214	2/4/2008	Unknown	Unknown
12	Purissima Hills Water District	General Manager ¹¹	\$11,015	1/1/2014	Unknown	Unknown
13	North Coast County Water District	General Manager ¹²	\$10,975	7/1/2009	Unknown	Unknown
N/C						
		Average of Comparators % Mid-Peninsula Water District Above/Below	\$13,613 -9.9%			
		Median of Comparators % Mid-Peninsula Water District Above/Below	\$13,654 -10.2%			

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

1- Utility Treated Water Operations Unit Manager requires a DPH Grade IV Water Treatment Plant Operator certificate and no other certifications; requires 5 years of experience and equivalent to a Bachelor's degree.

2- Mid-Peninsula Water District's classification is bracketed by two or more comparators to encompass all duties.

3- Director of Water & Wastewater Resources does not require P.E. registration; requires 6 years of experience and a Bachelor's degree; graduate degree is highly desirable.

4 - Operations and Maintenance Manager, P.E. is desirable but not required; requires a Bachelor's degree and 8 years of experience.

5 - Requires either a P.E. registration or possession of a DPH Grade V Water Treatment, DPH Grade V Water Distribution, and a CA State Water Resources Control Board grade V Wastewater Treatment Plant Operator's certification. Also requires Bachelor's degree and 15 years of experience in operation, maintenance, and lab monitoring. Master's degree is preferred.

6 - Requires a Bachelor's degree and 10 years of experience.

7 - Requires P.E. registration, equivalent to a Bachelor's degree, and 6 years of professional experience. A graduate degree is desirable.

8 - Minimum requirements not specified.

9 - Requires sufficient education to satisfactorily perform the duties of the classification.

10 - Requires equivalent to a Master's degree, 4 years of experience, and P.E. registration.

11 - Requires DPH Grade II Distribution and DPH Grade II certificates. Also requires prerequisite attributes outlined in classification. Minimum education and experience not specified.

12 - Requires a Bachelor's degree and 6 years of experience.

Mid-Peninsula Water District
Top Monthly Salary Data
February 2014

MAINTENANCE FOREMAN			Top Monthly Salary	Effective Date	Salary Increase	Next Percentage Increase
Rank	Comparator Agency	Class Title				
1	Dublin San Ramon Services District	Water/Wastewater Systems Operator IV ²	\$8,537	1/1/2014		1/1/2015
2	Alameda County Water District	Utility Worker Leader	\$8,406	7/1/2012	Unknown	Unknown
3	Santa Clara Valley Water District	Water Resources Technician II / Senior Maintenance Worker ³	\$8,226	6/24/2013	Unknown	Unknown
4	City of Redwood City	Utilities Specialist ¹	\$7,350	2/13/2014	Unknown	Unknown
5	City of Burlingame	Water Maintenance Lead Worker / Water Supervisor ^{3,4}	\$7,161	1/1/2013	1/1/2015	3%
6	City of Millbrae	Public Works Foreman	\$6,740	7/1/2013	Unknown	Unknown
7	City of Foster City	Public Works Lead Maintenance Worker ⁵	\$6,686	7/1/2009	Unknown	Unknown
8	Mid-Peninsula Water District	Maintenance Foreman	\$6,215	10/26/2012	Unknown	Unknown
9	City of San Bruno	Lead Maintenance Worker	\$5,969	11/12/2007	Unknown	Unknown
	City of Daly City	N/C				
	Coastside County Water District	NIC				
	North Coast County Water District	NIC				
	Purissima Hills Water District	NIC				
	Westborough Water District	NIC				

Average of Comparators % Mid-Peninsula Water District Above/Below	\$7,384 -18.8%
Median of Comparators % Mid-Peninsula Water District Above/Below	\$7,256 -16.7%

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

- 1- Utilities Specialist requires a DPH Grade III Water Distribution Operator certificate; and CPR and First Aide certificates.
- 2- Water/Wastewater Systems Operator IV requires a DPH Water Distribution System Operator Grade II certificate, a CWEA Wastewater Collections System Operator Grade II, a CWEA Treatment Operator Grade I certificate, and possession of Class B Driver's License.
- 3- Mid-Peninsula Water District's classification is bracketed by two or more comparators to encompass all duties.
- 4- Water Maintenance Lead Worker requires a California DPH Grade III Water Distribution certificate and a CPR/first aid certification; Water Supervisor requires a California DPH Grade IV Water Distribution certificate and CPR/ first aid certification.
- 5- Public Works Lead Maintenance Worker requires a California DPH Grade III, AWWA Grade III in addition to other certifications (precise certifications not specified).

Mid-Peninsula Water District
Top Monthly Salary Data
February 2014

MAINTENANCE SUPERINTENDENT		Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District			Water Supply Supervisor	\$11,815	6/24/2013		
2	Dublin San Ramon Services District			Field Operations Supervisor ¹	\$11,568	1/1/2014		
3	Coastside County Water District			Superintendent of Operations ⁶	\$11,229	7/1/2013		
4	Santa Clara Valley Water District			Water Resources Supervisor	\$10,530	6/24/2013		
5	North Coast County Water District			Superintendent	\$9,271	7/1/2009		
6	City of Burlingame			Assistant Water Superintendent ²	\$9,116	1/1/2013		
7	Mid-Peninsula Water District			Maintenance Superintendent	\$8,963	10/26/2012	Unknown	Unknown
8	City of Redwood City			Public Works Supervisor - Utilities Operations & Maintenance	\$8,798	2/13/2014		
9	City of Millbrae			Public Works Supervisor II / Public Works Supervisor I ⁴	\$8,784	7/1/2013		
10	City of Foster City			Public Works Maintenance Superintendent ³	\$8,764	7/1/2013		
11	Purissima Hills Water District			General Foreman	\$8,067	1/1/2014		
12	Westborough Water District			Field Supervisor	\$8,024	1/1/2014		
13	City of San Bruno			Maintenance Services Manager Series - Water Services Manager	\$7,603	2/4/2008		
14	City of Daly City			Distribution Systems Field Supervisor ⁵	\$6,694	9/17/2011		
				Average of Comparators % Mid-Peninsula Water District Above/Below	\$9,251 -3.2%			
				Median of Comparators % Mid-Peninsula Water District Above/Below	\$8,798 1.8%			

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

- 1- Field Operations Supervisor requires possession of a DPH Grade V Water Distribution Operator certification and at least a DPH Grade I Water Treatment certification within one (1) year of employment.
- 2- Assistant Water Superintendent requires possession of a DPH Grade IV Water Distribution Certificate.
- 3- Public Works Maintenance Superintendent may be assigned to Wastewater, Water, or Streets; may require CWEA Collection System Maintenance and DPH Water Distribution certification.
- 4- Mid-Peninsula Water District's classification is bracketed by two or more comparators to encompass all duties.
- 5- Distribution Systems Field Supervisor requires a DPH Water Distribution Grade III certification and a AWWA Backflow Prevention Assembly General Tester certificate.
- 6 - Superintendent of Operations requires a DPH Grade II Water Treatment System Operator certification.

Mid-Peninsula Water District
Top Monthly Salary Data
February 2014

MAINTENANCE WORKER		Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
1	Purissima Hills Water District			Water Service Worker II ⁹	\$7,364	1/1/2014	Unknown	Unknown
2	Dublin San Ramon Services District			Water/Wastewater Systems Operator II ⁴	\$7,055	1/1/2014	1/1/2015	Unknown
3	Alameda County Water District			Utility Worker II	\$7,018	7/1/2012	Unknown	Unknown
4	Westborough Water District			Senior Field Worker ¹¹	\$6,911	1/1/2014	Unknown	Unknown
5	Santa Clara Valley Water District			Maintenance Worker II ⁷	\$6,585	6/24/2013	Unknown	Unknown
6	City of Foster City			Public Works Maintenance Worker II ⁸	\$6,065	7/1/2009	Unknown	Unknown
7	City of Redwood City			Public Works Maintenance Worker II / Public Works Maintenance Worker II - Wastewater ^{2,3}	\$5,634	2/13/2014	Unknown	Unknown
8	Mid-Peninsula Water District			Maintenance Worker	\$5,503	10/26/2012	Unknown	Unknown
9	North Coast County Water District			Utility Maintenance Worker II ⁶	\$5,351	7/1/2009	Unknown	Unknown
10	City of Burlingame			Water Maintenance Worker ⁵	\$5,339	1/1/2013	1/1/2015	3%
11	City of Daly City			Distribution Maintenance Worker II	\$5,237	9/3/2011	Unknown	Unknown
12	Coastside County Water District			Maintenance Worker	\$5,223	7/1/2013	7/1/2014	3%
13	City of San Bruno			Maintenance Worker II ¹	\$5,190	11/12/2007	Unknown	Unknown
14	City of Millbrae			Maintenance Worker ¹⁰	\$4,397	1/1/2008	Unknown	Unknown
				Average of Comparators % Mid-Peninsula Water District Above/Below	\$5,951		-8.1%	
				Median of Comparators % Mid-Peninsula Water District Above/Below	\$5,634		-2.4%	

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

- 1- Maintenance Worker II is a general classification that may be assigned to parks, streets, street trees, street lights, median landscaping, building and facilities, water, wastewater, or storm drainage facilities and systems maintenance; DPH Grade I Water Distribution System certificate is not required.
- 2- Mid-Peninsula Water District's classification is bracketed by two or more comparators to encompass all duties.
- 3- Public Works Maintenance Worker II is a general classification that may be assigned to street and sewer maintenance or water system maintenance; if assigned to Wastewater Management Services Division. Possession of a CWEA Wastewater Collection System Maintenance Grade I certification is required
- 4- Water/Wastewater Systems Operator II requires a class B driver's license and a DPH Water Distribution System Maintenance Operator Grade I certificate.
- 5- Water/Wastewater Worker requires a Class C driver's license and a DPH Water Distribution Operator Grade I certificate.
- 6- Utility Maintenance Worker II requires DPH Grade II Water Distribution Operator and DPH Grade I Water Treatment Operator certificates.
- 7- Maintenance Worker II does not require DPH Grade I Water Distribution System certificate.
- 8- Public Works Maintenance Worker II is a general classification that may be assigned to wastewater, water, or streets/lagoons programs; requires DPH Grade I or II Water Distribution System certificate and Backflow Prevention Device Testing license.
- 9- Water Service Worker II requires DPH Grade II Water Treatment Operator certificates; Class B driver's license is desired but not required.
- 10- Maintenance Worker requires DPH Grade II Water Distribution certificate.
- 11- Senior Field Worker requires DPH Grade II Water Distribution System certificate; does not require Class B driver's license.

Mid-Peninsula Water District
Top Monthly Salary Data
February 2014

MECHANIC		Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
MECHANIC	MECHANIC							
1	Alameda County Water District			Auto Mechanic II ¹⁰	\$8,199	7/1/2012	Unknown	Unknown
2	Dublin San Ramon Services District			Fleet Mechanic ³	\$7,669	1/1/2014	1/1/2015	Unknown
3	Santa Clara Valley Water District			Equipment Mechanic II ⁶	\$7,453	6/24/2013	Unknown	Unknown
4	City of Foster City			Mechanic I ⁷	\$6,489	7/1/2009	Unknown	Unknown
5	City of Redwood City			Equipment Mechanic II ²	\$6,482	2/13/2014	Unknown	Unknown
6	City of Millbrae			Equipment Mechanic III ⁸	\$6,446	1/1/2008	Unknown	Unknown
7	North Coast County Water District			Mechanic ⁵	\$6,265	7/1/2009	Unknown	Unknown
8	City of Burlingame			Automotive Mechanic ⁴	\$6,223	1/1/2013	1/1/2015	3%
9	Mid-Peninsula Water District			Mechanic ⁹	\$6,216	10/26/2012	Unknown	Unknown
10	City of Daly City			Mechanic ⁹	\$5,957	9/3/2011	Unknown	Unknown
11	City of San Bruno			Mechanic I ¹	\$5,190	11/12/2007	Unknown	Unknown
	Coastside County Water District			N/C				
	Purissima Hills Water District			N/C				
	Westborough Water District			N/C				
Average of Comparators % Mid-Peninsula Water District Above/Below								
\$6,637 -6.8%								
Median of Comparators % Mid-Peninsula Water District Above/Below								
\$6,464 -4.0%								

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

- 1- Mechanic I is the journey-level classification and Mechanic II is the lead, advanced journey-level classification; DPH Grade I Water Distribution System certificate and ASE certification are not required.
- 2- Equipment Mechanic II requires completion of an Air Brake Training Course and one year of Bit Inspection experience.
- 3- Fleet Mechanic requires Class A driver's license; DPH Grade I Water Distribution System and ASE certifications are not required.
- 4- Automotive Mechanic does not require DPH Grade I Water Distribution System certificate and ASE certification is desirable but not required.
- 5- Mechanic also maintains and repairs pump stations; ASE certification is not required.
- 6- Equipment Mechanic II requires a Class A driver's license; ASE certification is desirable but not required; DPH Grade I Water Distribution System certificate is not required.
- 7- Mechanic I does not require DPH Grade I Water Distribution System certificate; ASE certificate is desired but not required.
- 8- Equipment Mechanic III supervises vehicle garage operation (there are currently no lower-level Equipment Mechanic classifications at the City); does not require DPH Grade I Water Distribution System certificate and ASE certification is desired but not required.
- 9- Mechanic requires a journeyman's card or equivalent experience (such as completion of an apprenticeship with 1 year of experience) and a Class B driver's license with a tank endorsement; DPH Grade I Water Distribution System certificate and ASE certification are not required.
- 10 - Auto Mechanic 2 requires CA installer/adjustor motor vehicle pollution control license and Class A driver's license; DPH Grade I Water Distribution System certification and ASE certificate are not required.

Mid-Peninsula Water District
Top Monthly Salary Data
February 2014

PROJECT COORDINATOR		Class Title	Top Monthly Salary	Effective Date	Salary Increase	Next Percentage Increase
Rank	Comparator Agency					
1	Dublin San Ramon Services District	Environmental Compliance Inspector II ²	\$8,523	1/1/2014	1/1/2015	Unknown
2	City of Redwood City	Water Quality Specialist ⁴	\$7,350	2/13/2014	Unknown	Unknown
3	North Coast County Water District	Laboratory Technician ⁵	\$6,265	7/1/2009	Unknown	Unknown
4	Mid-Peninsula Water District	Project Coordinator⁷	\$6,215	3/17/2014	Unknown	Unknown
5	City of San Bruno	Water Quality Technician II ¹	\$5,969	11/12/2007	Unknown	Unknown
6	City of Burlingame	Water Quality & Meter Technician ³	\$5,638	1/1/2013	1/1/2015	3%
	Alameda County Water District	N/C				
	City of Daly City	N/C				
	City of Foster City	N/C				
	City of Millbrae	N/C				
	Coastside County Water District	N/C				
	Purissima Hills Water District	N/C				
	Santa Clara Valley Water District	N/C				
	Westborough Water District	N/C				
		Average of Comparators % Mid-Peninsula Water District Above/Below	\$6,749 -8.6%			
		Median of Comparators % Mid-Peninsula Water District Above/Below	\$6,265 -0.8%			

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

- 1- Water Quality Technician II requires DPH Grade II Water Treatment Operator certificate.
- 2- Environmental Compliance Inspector II requires possession of CWEA Environmental Compliance Inspector Grade I certification, an AWWA Cross-Connection Programs Specialist certification, AWWA General Backflow Prevention Assembly Tester certification, and an Associates' degree.
- 3- Water Quality and Meter Technician also requires an AWWA Backflow Testers Certification within two years of appointment.
- 4- Water Quality Specialist requires an Associate's Degree.
- 5- Laboratory Technician requires a Grade I Water Quality Analyst; DPH Grade III Water Treatment Operator; and two years of college coursework.
- 6- Water Quality Specialist II does not require certifications.
- 7 - Matches were based on description of the position provided by the District which include Water Quality and Safety duties.

Mid-Peninsula Water District

PUMP/REGULATOR SPECIALIST		Top Monthly Salary Data			
Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase
1	Alameda County Water District	Utility Mechanic II / Instrument Technician ^{2,10}	\$8,630	7/1/2012	Unknown
2	Santa Clara Valley Water District	Plant Maintenance Mechanic II ⁶	\$7,453	6/24/2013	Unknown
3	Purissima Hills Water District	Water Service Worker II ⁷	\$7,364	1/1/2014	Unknown
4	Dublin San Ramon Services District	Mechanic II ⁴	\$7,201	1/1/2014	Unknown
5	City of Redwood City	Utilities Worker / Utilities Worker - Wastewater ^{2,3}	\$6,717	2/13/2014	Unknown
6	City of Daly City	Plant & Equipment Maintenance Mechanic ⁹	\$6,482	9/3/2011	Unknown
7	City of Burlingame	Water Service & Operations Technician ⁵	\$6,218	1/1/2013	1/1/2015 - 3%
8	Mid-Peninsula Water District	Pump/Regulator Specialist	\$6,215	10/26/2012	Unknown
9	City of Millbrae	Pump Mechanic I ⁸	\$5,565	1/1/2008	Unknown
10	City of San Bruno	Pump Mechanic I ¹	\$5,190	11/12/2007	Unknown
	N/C	N/C			
	City of Foster City	N/C			
	Coastside County Water District	N/C			
	North Coast County Water District	N/C			
	Westborough Water District	N/C			

NOTE: All calculations exclude Mid-Peninsula Water District

Average of Comparators % Mid-Peninsula Water District Above/Below	\$6,758 -8.7%
Median of Comparators % Mid-Peninsula Water District Above/Below	\$6,717 -8.1%

N/C - Non Comparator

1- Pump Mechanic I is the journey-level classification and Pump Mechanic II is the lead, advanced journey-level classification; DPH Grade II Water Distribution System certificate is not required.

2- Mid-Peninsula Water District's classification is bracketed by two or more comparators to encompass all duties.

3- Utility Worker requires Class A driver's license and DPH Grade III Water Distribution System certificate.

4- Mechanic II only requires possession of a class C driver's license and a CVEA Plant Maintenance Technologist Grade I.

5- Water Service and Operations Technician also performs water conservation outreach program duties; Class B driver's license is not required; DPH Grade II Water Distribution Operator certificate is desired but not required.

6- Plant Maintenance Mechanic II does not require Class B driver's license and do not requir DPH Grade II Water Distribution System certificates.

7- Water Service Worker II also requires DPH Grade II Water Treatment Operator certificates; Class B driver's license is desired but not required.

8- Pump Mechanic requires Pump and Generator certification and ASE certification; DPH Grade II Water Distribution System certificate is not required.

9- Plant & Equipment Maintenance Mechanic perform maintenance duties on both wastewater and water equipment and facilities; Class B drivers license and DPH Grade II Water Distribution System certificate is not required.

10 - Utility Mechanic II and Instrument Technician do not require Class B driver's license and does not require DPH Grade II Water Distribution System certificate.

Mid-Peninsula Water District
Benefits Detail
February 2014

ADMINISTRATIVE SERVICES MANAGER		Mid-Peninsula Water District		Alameda County WD		City of Burlingame		City of Daly City		City of Foster City		City of Millbrae		City of Redwood City		City of San Bruno		Coastside County WD		Dublin San Ramon SD		North Coast County WD		Purissima Hills		Santa Clara Valley WD		Westborough Water District	
Class Title	Agency	Cstm Svc Spvsr / Exec Asst. Dist Soc/ Accountant III / Accntng & Treasury Mgr / HR Analyst III / HR & Risk Mgr	Fin Svcs Manager / HR Specialist II / HR Director / City Clerk	Utility Billing Analyst / HR Analyst/Dep Admin Svcs/ Assistant City Clerk	Accounting Mgr / HR Director / Deputy City Clerk	Financial Services Manager / City Clerk	Financial Services Manager / City Clerk	Sr Accountant / Financial Svcs Mgr / Sr HR Represnttive / City Clerk	Financial Services Manager / City Clerk	Office Manager	Financial Services Manager / City Clerk	Supervising Accountant / HR Analyst II / Financial Services Supervisor / Executive Svcs Spvsr	Supervising Accountant / HR Analyst II / Financial Services Supervisor / Executive Svcs Spvsr	N/C	District Secretary	Analyst / Deputy Clerk of the Board	Analyst / Deputy Clerk of the Board	Supervising Accountant / Senior Management Analyst / Clerk	Supervising Accountant / Senior Management Analyst / Clerk	Supervising Accountant / Senior Management Analyst / Clerk	Supervising Accountant / Senior Management Analyst / Clerk	Supervising Accountant / Senior Management Analyst / Clerk	Supervising Accountant / Senior Management Analyst / Clerk						
Top Monthly Salary		\$10,110	\$11,136	\$10,103	\$7,866	\$9,325	\$9,255	\$9,711	\$7,478	\$7,024	\$11,354	\$6,156	\$9,865	\$9,793															
Employee Retirement	PERS	\$278	\$500	\$771	\$745	\$782	\$602	\$421	\$348	\$914	\$488	\$98																	
Enhanced PERS Formula		\$308	\$551	\$136	\$106	\$101	\$101	\$435	\$605	\$153	\$83	\$299																	
12 Month Highest Salary		\$605																											
Social Security																													
Other																													
Insurance																													
Cafeteria		\$1,951	\$2,175	\$1,931	\$1,328	\$1,535	\$1,525	\$1,631	\$1,525	\$1,525	\$1,525	\$1,524	\$1,506	\$1,506	\$1,506														
Health		\$187	\$188	\$99	\$22	\$26	\$26	\$21	\$21	\$21	\$21	\$183	\$174	\$174	\$174														
Dental		\$21	\$22	\$22	\$2	\$5	\$4	\$5	\$3	\$3	\$3	\$21	\$27	\$31	\$24														
Vision		\$6	\$6	\$4	\$23	\$19	\$19	\$20	\$20	\$20	\$20	\$3	\$3	\$3	\$3														
EAP		\$30	\$30	\$30	\$27	\$27	\$27	\$28	\$28	\$28	\$28	\$87	\$87	\$87	\$87														
Life		\$56	\$56	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$93	\$93	\$93	\$93														
LTD		\$14	\$14																										
STD/SDI																													
Other																													
Leave																													
Vacation		\$583	\$728	\$545	\$621	\$554	\$560	\$431	\$405	\$266	\$355	\$607																	
Holidays		\$506	\$471	\$544	\$533	\$534	\$523	\$417	\$351	\$349	\$349	\$455																	
Administrative		\$350	\$385	\$389	\$250	\$251	\$288	\$288	\$288	\$288	\$288	\$584																	
Auto Allowance ^a		\$480	\$200	\$200	\$98	\$373	\$194	\$81	\$208	\$208	\$208	\$33																	
Deferred Compensation																													
Other																													
Longevity																													
Benefit Cost		\$4,617	\$5,930	\$4,561	\$3,113	\$3,933	\$3,932	\$3,741	\$3,448	\$4,274	\$5,365	\$3,581	\$3,581	\$3,581	\$3,581														
Total Monthly Comp.		\$14,728	\$17,126	\$14,664	\$10,979	\$13,318	\$13,237	\$13,453	\$10,926	\$11,298	\$16,719	N/C	\$9,839	\$13,446	\$14,073														

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

a - Auto allowance includes allowances given for the use of their personal auto and if an auto is provided for business use only is not included.

Mid-Peninsula Water District
Benefits Detail
February 2014

CUSTOMER SERVICE REPRESENTATIVE		Mid-Peninsula Water District		Alameda County WD		City of Burlingame		City of Daly City		City of Foster City		City of Millbrae		City of Redwood City		City of San Bruno		Coastside County WD		Dublin San Ramon SD		North Coast County WD		Purissima Hills WD		Santa Clara Valley WD		Westborough Water District	
Class Title	Agency	Customer Service Representative	Customer Account Rep II	Accounting Assistant III	N/C	Accounting Specialist	N/C	Account Clerk III	Account Clerk II	Customer Service Rep III	Customer Service Rep II	Accounting & Customer Service Rep III	Customer Service Rep II	Office Specialist II	Customer Service Rep II	Operations Assistant													
Top Monthly Salary		\$4,991	\$5,918	\$5,847		\$5,617	\$4,634	\$5,069	\$5,741	\$5,487	\$7,342	\$4,821	\$4,091														\$5,449		
Employee Retirement PERS		\$152	\$293	\$289	\$79	\$452	\$373	\$408	\$462	\$78	\$329	\$272	\$591	\$388	\$286	\$54	\$166	\$55	\$299	\$299	\$299	\$299	\$299	\$299	\$299	\$338			
Enhanced PERS Formula 12 Month Highest Salary																													
Social Security Other		\$309	\$80																										
Insurance Cafeteria Health Dental Vision EAP Life LTD STD/SDI Other		\$1,951	\$2,175	\$1,931	\$99	\$2,188	\$22	\$26	\$5	\$7	\$13	\$13	\$12	\$3	\$3	\$11	\$10	\$68	\$11	\$17	\$17	\$24	\$24	\$24	\$24	\$24	\$1,893		
Leave Vacation Holidays Administrative		\$288	\$387	\$337	\$315	\$250	\$241	\$58	\$224	\$214	\$292	\$331	\$317	\$537	\$278	\$226	\$226	\$226	\$226	\$226	\$226	\$226	\$226	\$226	\$226	\$226	\$187		
Auto Allowance ^a Deferred Compensation Other Longevity Benefit Cost																												\$19	
Total Monthly Comp.		\$8,263	\$3,272	\$3,517	\$3,212	N/C	\$2,664	\$2,367	\$2,730	\$2,799	\$8,540	\$9,293	\$11,254	\$8,365	\$7,311	N/C	\$3,326												

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.
^a - Auto allowance includes allowance employees are given for the use of their personal auto and if an auto is provided to the employee for business and personal use. Auto provided for business use only is not included.

Mid-Peninsula Water District
Benefits Detail
February 2014

ENGINEERING TECHNICIAN		Mid-Peninsula Water District		Alameda County WD		City of Burlingame		City of Daily City		City of Foster City		City of Millbrae		City of Redwood City		City of San Bruno		Coastside County WID		Dublin San Ramon SD		North Coast County WD		Purissima Hills		Santa Clara Valley WD		Westborough Water District	
Class Title	Agency	Engineering Technician	Engineering Technician II	Engineering Technician II	Engineering Technician II	Engineering Technician	Engineering Technician	Senior Engineering Technician	Engineering Technician	Engineering Technician II	Engineering Technician	Engineering Inspector	Engineering P/W Inspector	N/C	Engineering Technician	N/C	Engineering Technician II	N/C	Engineering Technician III	N/C	Engineering Technician	N/C	Engineering Technician	N/C	Engineering Technician	N/C	Engineering Technician III	N/C	
Top Monthly Salary	\$6,216	\$7,995	\$6,355	\$6,379	\$6,995	\$5,602	\$6,078	\$6,680	\$6,065	\$5,351	\$7,268																		
Employee Retirement PERS	\$190	\$396	\$315	\$625	\$563	\$451	\$489	\$538	\$649	\$431	\$360																		
Enhanced PERS Formula			\$86	\$86				\$90	\$109	\$500	\$332																		
12 Month Highest Salary																													
Social Security	\$385																												
Other																													
Insurance																													
Cafeteria																													
Health	\$1,951	\$2,175	\$1,931	\$1,931	\$1,931	\$1,931	\$1,931	\$1,631	\$1,631	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526				
Dental	\$137	\$138	\$95	\$95	\$22	\$22	\$22	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124	\$124				
Vision	\$21	\$21	\$22	\$22	\$3	\$3	\$4	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13	\$13				
EAP	\$6	\$6	\$2	\$2	\$7	\$7	\$7	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15	\$15				
Life	\$19	\$19	\$2	\$2	\$17	\$17	\$17	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18	\$18				
LTD	\$34	\$34	\$37	\$37	\$19	\$27	\$27																						
STD/SDI	\$9	\$9																											
Other																													
Leave																													
Vacation	\$359	\$523	\$367	\$442	\$404	\$259	\$351	\$385	\$589	\$309	\$447																		
Holidays	\$311	\$461	\$342	\$270	\$323	\$280	\$281	\$373	\$248	\$248	\$335																		
Administrative	\$72	\$72	\$108																										
Auto Allowance*																													
Deferred Compensation																													
Other																													
Longevity Benefit Cost	\$3,543	\$3,913	\$3,302	\$2,833	\$2,941	\$2,540	\$2,921	\$3,007	N/C	\$4,105	\$3,687	N/C																	
Total Monthly Comp.	\$9,759	\$11,908	\$9,656	\$9,212	\$9,936	\$8,142	\$8,399	\$9,687	N/C	\$12,170	\$9,038	N/C																	

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

a - Auto allowance includes allowance employees are given for the use of their personal auto and if an auto is provided to the employee for business and personal use. Auto provided for business use only is not included.

Mid-Peninsula Water District
Benefits Detail
February 2014

GENERAL MANAGER Agency	Mid-Peninsula Water District	Alameda County WD	City of Burlingame	City of Daily City	City of Foster City	City of Millbrae City	City of Redwood City	City of San Bruno	Coastside County WD	Dublin San Ramon SD	North Coast County WD	Purissima Hills WD	Santa Clara Valley WD	Westborough Water District
Class Title	General Manager	Operations and Maintenance Manager	Public Works Superintendent	Director of Water & WW Resources	Director of Public Works	City Engineer / Pw Supt	N/C	Deputy PW Director - Utilities & Ops PEI	General Manager	Operations Manager	General Manager	General Manager	Utility Treated Water Ops Unit Manager	General Manager
Top Monthly Salary	\$12,385	\$17,325	\$11,552	\$15,632	\$14,607	\$11,301		\$11,214	\$15,947	\$16,445	\$10,375	\$11,015	\$12,946	\$14,362
Employee Retirement PERS	\$433	\$458	\$573	\$1,532	\$1,176	\$910		\$903	\$957	\$789	\$1,324	\$883	\$771	\$144
Enhanced PERS Formula	\$378	\$234	\$156	\$211				\$151		\$222				\$438
12 Month Highest Salary	\$605									\$605				\$890
Social Security Other														
Insurance														
Cafeteria	\$1,051	\$2,175	\$1,931											
Health	\$187	\$188	\$99											
Dental	\$21	\$22	\$26											
Vision	\$6	\$2	\$3											
EAP	\$37	\$6	\$17											
Life	\$68	\$85	\$35											
LTD	\$13													
STD/SDI														
Other														
Leave														
Vacation	\$715	\$1,133	\$668	\$1,082	\$973	\$1,043								
Holidays	\$619	\$733	\$624	\$661	\$674	\$652								
Administrative	\$47,636	\$600	\$334											
Auto Allowance ^a	\$450	\$600												
Deferred Compensation														
Other														
Longevity														
Benefit Cost	\$5,531	\$7,568	\$4,564	\$4,596	\$5,578	\$4,741	N/C	\$4,408	\$7,859	\$7,323	\$5,733	\$5,345	\$4,405	\$6,287
Total Monthly Comp.		\$17,916	\$24,393	\$16,146	\$20,228	\$20,185	\$16,042	N/C	\$15,622	\$23,806	\$23,758	\$16,768	\$17,351	\$20,650

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

a - Auto allowance includes allowance employees are given for the use of their personal auto and if an auto is provided to the employee for business and personal use. Auto provided for business use only is not included.

Mid-Peninsula Water District
Benefits Detail
February 2014

MANTENANCE FOREMAN		Mid-Peninsula Water District		Alameda County WD		City of Burlingame		City of Daly City		City of Foster City		City of Millbrae City		City of Redwood City		City of San Bruno		Coastside County WD		Dublin San Ramon SD		North Coast County WD		Purissima Hills County WD		Santa Clara Valley WD		Westborough Water District	
Class	Title	Maintenance Foreman	Utility Worker Leader	N/C	Water Maint Lead Worker / Water Supervisor	N/C	Maintenance Worker	N/C	Public Works Foreman	N/C	Utilities Specialist	N/C	Maintenance Worker	N/C	Lead Maintenance Worker	N/C	Water/Wastewater Operator IV	N/C	N/C	N/C	Water Resources Tech II / Sr Maint Worker	N/C	N/C	N/C	N/C	N/C	N/C		
Top Monthly Salary	\$6,215	\$8,406	\$7,161		\$6,886	\$6,740	\$7,350		\$5,969							\$8,557													
Employee Retirement																													
PERS	\$190	\$416	\$354		\$538	\$543	\$592		\$481	\$81						\$687	\$115	\$529											
Enhanced PERS Formula																													
12 Month Highest Salary																													
Social Security	\$385	\$113	\$97																										
Other																													
Insurance																													
Cafeteria																													
Health	\$1,951	\$2,175	\$1,931		\$1,88	\$187	\$188	\$99	\$124	\$124	\$13	\$13	\$13	\$13	\$13	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524	\$1,524		
Dental																													
Vision																													
EAP																													
Life																													
LTD																													
STD/SDI																													
Other																													
Leave																													
Vacation																													
Holidays																													
Administrative																													
Auto Allowance ^a																													
Deferred Compensation																													
Other																													
Longevity																													
Benefit Cost																													
Total Monthly Comp.		\$9,758																											

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

^a - Auto allowance includes allowance employees are given for the use of their personal auto and if an auto is provided to the employee for business and personal use. Auto provided for business use only is not included.

Mid-Peninsula Water District
Benefits Detail
February 2014

MAINTENANCE SUPERINTENDENT		Mid-Peninsula Water District		Alameda County WD		City of Burlingame		City of Daly City		City of Foster City		City of Millbrae City		City of Redwood City		City of San Bruno		Coastside County WD		Dublin San Ramon SD		North Coast County WD		Purissima Hills WD		Santa Clara Valley WD		Westborough Water District	
Agency	Class Title	Maintenance Superintendent	Water Supply Supervisor	Assistant Water Supt.	Distribution Systems Field Supv	Maintenance Superintendent	PW Supervisor I II PW Supervisor I	PW Supervisor II PW Supervisor I	Maintainance Utilities Ops & Maintenance	PW Supervisor - Utilities Ops & Maintenance	Maintainance Utilities Ops & Maintenance	Maintainance Water Services Mgr	Maintainance Water Services Mgr	Maintain Services Mgr Servs - Water Services Mgr	Maintain Services Mgr Servs - Water Services Mgr	Superintendent of Operations	Field Operations Supervisor	Superintendent	General Foreman	Field Operations Supervisor	Water Resources Supervisor	Water Resources Supervisor	Field Supervisor						
Top Monthly Salary	\$8,963	\$11,815	\$9,116	\$6,694	\$8,764	\$8,784	\$8,798	\$7,603	\$11,229	\$11,568	\$9,271	\$8,067	\$10,530	\$8,024															
Employee Retirement																													
PERS	\$295	\$451	\$656	\$706	\$707	\$708	\$708	\$612	\$674	\$556	\$931	\$746	\$565	\$521	\$80														
Enhanced PERS Formula	\$585	\$123	\$90					\$103	\$156	\$605	\$605	\$575	\$109	\$142	\$142	\$245													
12 Month Highest Salary	\$160																												
Social Security	\$556																												
Other																													
Insurance																													
Cafeteria																													
Health	\$1,951	\$1,775	\$1,931	\$99	\$26	\$4	\$5	\$7	\$3	\$3	\$1,525	\$1,631	\$1,526	\$1,971	\$1,524	\$2,032	\$1,906	\$1,506	\$1,893										
Dental	\$187	\$188	\$187	\$22	\$2	\$17	\$18	\$58	\$18	\$18	\$1,030	\$1,931	\$1,631	\$1,971	\$1,58	\$170	\$174	\$140	\$187										
Vision	\$21	\$21	\$21	\$3	\$3	\$17	\$7	\$74	\$74	\$74	\$1,931	\$1,631	\$1,526	\$1,971	\$21	\$27	\$31	\$31	\$24	\$19									
EAP	\$6	\$6	\$6	\$4	\$4	\$4	\$5	\$58	\$58	\$58	\$1,931	\$1,631	\$1,526	\$1,971	\$3	\$3	\$4	\$4	\$6	\$6									
Life	\$27	\$27	\$27	\$17	\$17	\$17	\$7	\$26	\$26	\$26	\$1,931	\$1,631	\$1,526	\$1,971	\$40	\$40	\$48	\$48	\$48	\$48									
LTD	\$49	\$49	\$49	\$27	\$27	\$27	\$7	\$26	\$26	\$26	\$1,931	\$1,631	\$1,526	\$1,971	\$48	\$48	\$58	\$58	\$106	\$106									
STD/SDI	\$38	\$38	\$38																										
Other																													
Leave																													
Vacation	\$517	\$773	\$526	\$463	\$584	\$811	\$508	\$439	\$648	\$1,290	\$535	\$465	\$648	\$465	\$465														
Holidays	\$448	\$500	\$491	\$283	\$404	\$507	\$474	\$424	\$561	\$356	\$499	\$403	\$486	\$486	\$486	\$486													
Administrative	\$310.26	\$409	\$253	\$236	\$338	\$236	\$236	\$292	\$292	\$292	\$480	\$351	\$176	\$92	\$208	\$208													
Auto Allowance ^a	\$450	\$480	\$500	\$98																									
Deferred Compensation																													
Other																													
Longevity																													
Benefit Cost	\$4,834	\$6,150	\$4,055	\$2,527	\$3,846	\$4,026	\$3,542	\$3,481	\$6,112	\$5,418	\$4,925	\$17,341	\$16,936	\$14,196	\$12,293	\$14,236	\$12,366	\$14,236	\$14,236	\$14,236									
Total Monthly Compa.	\$13,797	\$17,965	\$13,171	\$9,221	\$12,610	\$12,810	\$12,340	\$11,084	\$17,241	\$16,936	\$14,196	\$12,293	\$14,236	\$14,236	\$14,236	\$14,236													

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.
a - Auto allowance includes allowance employees are given for the use of their personal auto and if an auto is provided to the employee for business and personal use. Auto provided for business use only is not included.

Mid-Peninsula Water District
Benefits Detail
February 2014

Agency	Mid-Peninsula Water District	Alameda County WD	City of Burlingame	City of Daly City	City of Foster City	City of Millbrae City	City of Redwood City	City of San Bruno	Coastside County WD	Dublin San Ramon SD	North Coast County WD	Purissima Hills WD	Santa Clara Valley WD	Westborough Water District
Class Title	Maintenance Worker	Utility Worker II	Water Maintenance Worker	Distribution Maintenance Worker II	PW Maintenance Worker	Maintenance Worker	P/W Maint Worker II / PW Maint Wastewater	Maintenance Worker II	Maintenance Worker	Water/Wastewater Systems Operator II	Maintenance Worker II	Utility Maintenance Worker	Maintenance Worker II	Senior Field Worker
Top Monthly Salary	\$5,503	\$7,018	\$5,339	\$5,237	\$6,065	\$4,397	\$5,634	\$5,190	\$5,223	\$7,055	\$5,351	\$7,364	\$6,585	\$6,911
Employee Retirement														
PERS	\$168	\$347	\$264	\$513	\$488	\$354	\$453	\$418	\$313	\$259	\$568	\$431	\$515	\$69
Enhanced PERS Formula			\$72	\$71				\$70			\$565		\$59	\$326
12 Month Highest Salary											\$437		\$457	\$89
Social Security	\$341													\$428
Other														
Insurance														
Cafeteria														
Health	\$1,951	\$2,175	\$1,931	\$1,931	\$1,688	\$99	\$1,688	\$1,688	\$1,631	\$1,631	\$1,524	\$2,032	\$1,906	\$1,893
Dental	\$187	\$21	\$22	\$26	\$2	\$3	\$4	\$5	\$7	\$13	\$138	\$170	\$174	\$140
Vision	\$6	\$6	\$2	\$3	\$16	\$13	\$17	\$12	\$12	\$3	\$21	\$27	\$19	\$187
EAP	\$16	\$16	\$2	\$17	\$2	\$16	\$27	\$5	\$12	\$9	\$65	\$11	\$17	\$19
Life	\$30	\$30	\$32	\$16	\$16	\$16			\$16	\$63	\$23	\$23	\$73	\$3
LTD	\$8										\$23		\$61	\$29
STD/SDI														
Other														
Leave														
Vacation	\$317	\$459	\$308	\$363	\$350	\$203	\$325	\$298	\$301	\$516	\$309	\$425	\$405	\$399
Holidays	\$275	\$405	\$288	\$222	\$280	\$220	\$260	\$289	\$261	\$217	\$288	\$368	\$304	\$387
Administrative	\$63			\$93									\$76	\$412
Auto Allowance ^a														
Deferred Compensation														
Other														
Longevity Benefit Cost	\$3,385		\$3,727	\$3,121	\$2,579	\$2,754	\$2,324	\$2,637	\$2,677	\$3,725	\$3,836	\$3,687	\$4,049	\$2,958
Total Monthly Comp.	\$8,888	\$10,745	\$8,461	\$7,316	\$8,819	\$6,721	\$8,471	\$7,867	\$8,948	\$10,891	\$9,038	\$11,413	\$9,543	\$10,558

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

^a - Auto allowance includes allowance employees are given for the use of their personal auto and if an auto is provided to the employee for business and personal use. Auto provided for business use only is not included.

Mid-Peninsula Water District
Benefits Detail
February 2014

MECHANIC		Mid-Peninsula Water District		Alameda County WD		City of Burlingame		City of Daly City		City of Foster City		City of Millbrae		City of Redwood City		City of San Bruno		Coastside County WD		Dublin San Ramon SD		North Coast County WD		Purissima Hills WD		Santa Clara Valley WD		Westborough Water District	
Agency	Class Title	Mechanic	Auto Mechanic II	Automotive Mechanic	Mechanic	Mechanic I	Mechanic	Mechanic I	Mechanic	Equipment Mechanic III	Equipment Mechanic II	Mechanic	Mechanic I	Mechanic	Mechanic I	Mechanic	N/C	Fleet Mechanic	Mechanic	Mechanic	N/C	N/C	Equipment Mechanic II	N/C					
	Top Monthly Salary	\$6,216	\$8,199	\$6,223	\$5,957	\$6,489	\$6,446	\$6,482	\$5,190								\$7,669	\$6,265							\$7,453				
Employee Retirement	PERS	\$190	\$406	\$308	\$584	\$522	\$519	\$522	\$418								\$617	\$504							\$369				
	Enhanced PERS Formula																									\$101			
	12 Month Highest Salary																									\$388			
	Social Security	\$335	\$111	\$84	\$80																								
	Other																												
Insurance	Cafeteria	\$1,951	\$2,175	\$1,981	\$1,981	\$1,981	\$1,981	\$1,980	\$1,529	\$1,520	\$1,520	\$1,529	\$1,529	\$1,529	\$1,529	\$1,526	\$1,524	\$2,032							\$1,506				
	Health	\$187	\$188	\$99	\$99	\$99	\$99	\$99										\$124	\$183							\$170			
	Dental	\$21	\$22	\$26	\$26	\$26	\$26	\$26										\$13	\$13							\$140			
	Vision	\$6	\$2	\$3	\$4	\$5	\$5	\$5										\$3	\$3							\$24			
	EAP	\$19	\$2	\$17	\$13	\$13	\$13	\$13										\$14	\$9							\$36			
	Life	\$34	\$38	\$19	\$27	\$27	\$27	\$27										\$19	\$63							\$11			
	LTD	\$9																								\$25			
	STD/SDI																									\$31			
	Other																									\$36			
Leave		\$359	\$336	\$359	\$412	\$374	\$298	\$298										\$299	\$299							\$361			
	Vacation	\$311	\$473	\$335	\$252	\$252	\$299	\$322										\$299	\$299							\$337			
	Holidays	\$72																									\$86		
	Administrative																												
Auto Allowance ^a																													
Deferred Compensation																													
Other																													
Longevity Benefit Cost		\$3,543		\$3,952	\$3,278	\$2,739	\$2,839	\$2,692	\$2,998	\$2,677	\$2,677	\$2,677	\$2,677	\$2,677	\$2,677	\$2,677	N/C	\$3,935	N/C							\$3,123			
Total Monthly Comp.		\$9,759		\$12,151	\$9,501	\$8,697	\$9,328	\$9,138	\$9,480	\$7,867	\$7,867	\$7,867	\$7,867	\$7,867	\$7,867	\$7,867	N/C	\$11,663	\$10,200	N/C						\$10,577			

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

a - Auto allowance includes allowance employees are given for the use of their personal auto and if an auto is provided to the employee for business and personal use. Auto provided for business use only is not included.

Mid-Peninsula Water District
Benefits Detail
February 2014

WATER QUALITY SAFETY SPECIALIST		Mid-Peninsula Water District	Alameda County WD	Burlingame City	Daly City	Foster City	Millbrae City	Redwood City	San Bruno	Coastside County WD	Dublin San Ramon SD	North Coast County WD	Purissima Hills WD	Santa Clara Valley WD	Westborough Water District
Agency															
Class Title	Project Coordinator		N/C	Water Quality & Meter Technician	N/C	N/C	N/C	Water Quality Specialist	Water Quality Technician II	N/C	Environ Compliance Inspector II / Safety Tech / Safety Officer	Laboratory Technician	N/C	N/C	N/C
Top Monthly Salary	\$6,215		\$5,638					\$7,350	\$5,969		\$8,758	\$6,265			
Employee Retirement															
PERS															
Enhanced PERS Formula	\$190														
12 Month Highest Salary															
Social Security	\$385														
Other															
Insurance															
Cafeteria															
Health	\$1,931		\$99												
Dental	\$187		\$21												
Vision	\$21		\$6												
EAP	\$6		\$3												
Life	\$19		\$17												
LTD	\$34		\$17												
STD/SDI	\$9		\$17												
Other															
Leave															
Vacation	\$325		\$424												
Holidays	\$359		\$344												
Administrative	\$31		\$339												
Other	\$72		\$269												
Auto Allowance ^a															
Deferred Compensation															
Other															
Longevity															
Benefit Cost	\$3,543		N/C	\$3,174	N/C	N/C	N/C	\$3,162	\$2,850	N/C	\$4,289	\$3,935	N/C	N/C	N/C
Total Monthly Comp.	\$9,758		N/C	\$8,812	N/C	N/C	N/C	\$10,512	\$8,819	N/C	\$13,047	\$10,200	N/C	N/C	N/C

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

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**Mid-Peninsula Water District
Benefits Detail
February 2014**

PUMP/REGULATOR SPECIALIST		Mid-Peninsula Water District		Alameda County WD		City of Burlingame		City of Daly City		City of Foster City		City of Millbrae		City of Redwood City		City of San Bruno		Coastside County WD		Dublin San Ramon SD		North Coast County WD		Purissima Hills WD		Santa Clara Valley WD		Westborough Water District	
Agency	Class Title	Utility Mechanic II / Instrument Technician	Pump/Regulator Specialist	Water Service & Ops Tech	Plant & Equip Maint Mechanic	N/C	Pump Mechanic I	Utilities Worker - Wastewater	Pump Mechanic I	Utilities Worker / Pump Mechanic I	N/C	Mechanic II	N/C	Water Service Worker II	Maintenance Mechanic II	N/C	Plant Maintenance Mechanic II	N/C	Water Service Worker II	Maintenance Mechanic II	N/C	Water Service Worker II	Maintenance Mechanic II	N/C	Plant Maintenance Mechanic II	N/C	Water Service Worker II	Maintenance Mechanic II	N/C
Top Monthly Salary	\$6,215	\$8,630	\$6,218	\$6,482			\$5,565	\$6,717	\$5,190					\$7,201							\$7,364					\$7,453			
Employee Retirement																													
PERS	\$190	\$427	\$308	\$635			\$448	\$541	\$418																				
Enhanced PERS Formula		\$117	\$84	\$88					\$70																				
12 Month Highest Salary																													
Social Security	\$385																												
Other																													
Insurance																													
Cafeteria																													
Health	\$1,951	\$2,175	\$1,931	\$1,99			\$1,529		\$1,631																				
Dental	\$187	\$188	\$188	\$22																									
Vision	\$21	\$22	\$22	\$2																									
EAP	\$6	\$2	\$2	\$4																									
Life	\$19	\$2	\$2	\$17																									
LTD	\$34	\$2	\$2	\$19																									
STD/SDI	\$9																												
Other																													
Leave																													
Vacation	\$359	\$564	\$359	\$449			\$257	\$397	\$299																				
Holidays	\$311	\$498	\$335	\$274			\$278	\$310	\$299																				
Administrative	\$72		\$6																										
Auto Allowance ^a																													
Deferred Compensation																													
Other																													
Longevity																													
Benefit Cost	\$3,543	\$4,035	\$3,278	\$2,456			\$2,534	\$3,042	\$2,677																				
Total Monthly Comp.	\$9,758	\$12,665	\$9,496	\$8,938			\$8,099	\$9,759	\$7,759																				

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

a - Auto allowance includes allowance employees are given for the use of their personal auto and if an auto is provided to the employee for business and personal use. Auto provided for business use only is not included.

**Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014**

ADMINISTRATIVE SERVICES MANAGER			Top Monthly Compensation	Effective Date	Next Salary Increase	Next Percentage Increase
Rank	Comparator Agency	Class Title				
1	Alameda County Water District	Customer Service Supervisor II / Executive Assistant-District Secretary / Accountant II / Accounting & Treasury Manager / HR Analyst III / Human Resources and Risk Manager	\$17,126	6/24/2013	6/24/2014	2%
2	Dublin San Ramon Services District	HR Supervisor / HR Analyst II / Financial Services Supervisor / Accountant II / Executive Services Supervisor	\$16,719	1/1/2014	1/1/2015	Unknown
3	Mid-Peninsula Water District	Administrative Services Manager	\$14,728	3/17/2014	12/1/2014	Unknown
4	City of Burlingame	Financial Services Manager / Human Resources Specialist II / Human Resources Director / City Clerk	\$14,664	1/1/2013	1/1/2015	3%
5	Westborough Water District	Office Supervisor	\$14,073	1/1/2013	Unknown	Unknown
6	City of Redwood City	Senior Accountant / Financial Services Manager / Senior Human Resources Representative / Human Resources Manager / Deputy City Clerk	\$13,453	2/13/2014	Unknown	Unknown
7	Santa Clara Valley Water District	Supervising Accountant / Senior Management Analyst / Deputy Clerk of the Board	\$13,446	6/24/2013	Unknown	Unknown
8	City of Foster City	Accounting Manager / Human Resources Analyst / Human Resources Director / Deputy City Clerk	\$13,318	7/1/2013	Unknown	Unknown
9	City of Millbrae	Financial Services Manager / City Clerk	\$13,237	7/1/2013	Unknown	Unknown
10	Coastside County Water District	Office Manager	\$11,298	7/1/2013	7/1/2014	3%
11	City of Daly City	Utility Billing Supervisor / Human Resources Analyst / Accountant / Deputy Director of Finance & Administrative Services / Assistant City Clerk	\$10,979	11/24/2012	Unknown	Unknown
12	City of San Bruno	Financial Services Supervisor / Accounting Supervisor / Management Analyst II / City Clerk	\$10,926	2/4/2008	Unknown	Unknown
13	Purissima Hills Water District	District Secretary N/C	\$9,899	1/1/2014	Unknown	Unknown
			Average of Comparators % Mid-Peninsula Water District Above/Below Median of Comparators % Mid-Peninsula Water District Above/Below			
			\$13,262	10.0%	\$13,382	9.1%

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014

CUSTOMER SERVICE REPRESENTATIVE		Rank	Comparator Agency	Class Title	Top Monthly Compensation	Effective Date	Next Salary Increase	Next Percentage Increase
1	Dublin San Ramon Services District		Customer Service Representative II	\$11,254	1/1/2014			
	Alameda County Water District		Customer Account Representative II	\$9,435	7/1/2012	Unknown	Unknown	Unknown
2	Coastside County Water District		Office Specialist II	\$9,293	7/1/2013	7/1/2014		3%
4	City of Burlingame		Accounting Assistant III	\$9,058	1/1/2013	1/1/2015		3%
5	Westborough Water District		Operations Assistant	\$8,775	6/10/2013	Unknown	Unknown	Unknown
6	City of San Bruno		Accounting & Customer Service Representative III	\$8,540	1/1/12/2007	Unknown	Unknown	Unknown
7	North Coast County Water District		Customer Service Representative II	\$8,365	7/1/2009	Unknown	Unknown	Unknown
8	City of Foster City		Accounting Specialist	\$8,281	7/1/2009	Unknown	Unknown	Unknown
9	Mid-Peninsula Water District		Customer Service Representative	\$8,263	10/26/2012	Unknown	Unknown	Unknown
10	City of Redwood City		Account Clerk II	\$7,799	2/1/2014	Unknown	Unknown	Unknown
11	Purissima Hills Water District		Customer Service Representative	\$7,311	1/1/2014	Unknown	Unknown	Unknown
12	City of Millbrae		Account Clerk III	\$7,001	1/1/2008	N/C		
	Santa Clara Valley Water District		N/C					
			Average of Comparators	\$8,647				
			% Mid-Peninsula Water District Above/Below	-4.6%				
			Median of Comparators	\$8,540				
			% Mid-Peninsula Water District Above/Below	-3.4%				

NOTE: All calculations exclude Mid-Peninsula Water District

NIN COMMUNICATOR

Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014

ENGINEERING TECHNICIAN			Top Monthly Compensation	Effective Date	Salary Increase	Next Percentage Increase
Rank	Comparator Agency	Class Title				
1	Dublin San Ramon Services District	Engineering Technician - GIS Specialist II	\$12,170	1/1/2014	1/1/2015	Unknown
2	Alameda County Water District	Engineering Technician II	\$11,908	7/1/2012	Unknown	Unknown
3	Santa Clara Valley Water District	Engineering Technician III	\$10,356	6/24/2013	Unknown	Unknown
4	City of Foster City	Senior Engineering Technician	\$9,936	7/1/2009	Unknown	Unknown
5	Mid-Peninsula Water District	Engineering Technician	\$9,759	10/26/2012	Unknown	Unknown
6	City of San Bruno	Engineering Technician/Public Works Inspector	\$9,687	11/12/2007	Unknown	Unknown
7	City of Burlingame	Engineering Technician II	\$9,656	1/1/2013	3%	3%
8	City of Daly City	Engineering Technician	\$9,212	9/3/2011	Unknown	Unknown
9	North Coast County Water District	Engineering Technician II	\$9,038	7/1/2009	Unknown	Unknown
10	City of Redwood City	Engineering Technician II	\$8,999	2/13/2014	Unknown	Unknown
11	City of Millbrae	Engineering Technician	\$8,142	1/1/2008	Unknown	Unknown
	Coastside County Water District	N/C				
	Purissima Hills Water District	N/C				
	Westborough Water District	N/C				
			Average of Comparators	\$9,911	-1.5%	
			% Mid-Peninsula Water District Above/Below			
			Median of Comparators	\$9,672	0.9%	
			% Mid-Peninsula Water District Above/Below			

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014

GENERAL MANAGER		Class Title	Top Monthly Compensation	Effective Date	Salary Increase	Next Percentage Increase
Rank	Comparator Agency					
1	Alameda County Water District	Operations and Maintenance Manager	\$24,893	6/24/2013	6/24/2014	2%
2	Coastside County Water District	General Manager	\$23,806	7/1/2013	7/1/2014	3%
3	Dublin San Ramon Services District	Operations Manager	\$23,768	1/1/2014	1/1/2015	Unknown
4	Westborough Water District	General Manager	\$20,650	6/10/2013	Unknown	Unknown
5	City of Daly City	Director of Water & Wastewater Resources	\$20,228	10/1/2011	Unknown	Unknown
6	City of Foster City	Director of Public Works	\$20,185	7/1/2013	Unknown	Unknown
7	Mid-Peninsula Water District	General Manager	\$17,916	3/17/2014	Unknown	Unknown
8	Santa Clara Valley Water District	Utility Treated Water Operations Unit Manager	\$17,351	6/24/2013	Unknown	Unknown
9	North Coast County Water District	General Manager	\$16,758	7/1/2009	Unknown	Unknown
10	Purissima Hills Water District	General Manager	\$16,360	1/1/2014	Unknown	Unknown
11	City of Burlingame	Public Works Superintendent	\$16,146	1/1/2013	1/1/2015	3%
12	City of Millbrae	City Engineer / Public Works Superintendent	\$16,042	7/1/2013	Unknown	Unknown
13	City of San Bruno	Deputy Public Works Director - Utilities & Operations, PE I	\$15,622	2/4/2008	Unknown	Unknown
		N/C				
		Average of Comparators	\$19,318			
		% Mid-Peninsula Water District Above/Below	-7.8%			
		Median of Comparators	\$18,768			
		% Mid-Peninsula Water District Above/Below	-4.8%			

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

**Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014**

MAINTENANCE FOREMAN			Rank	Comparator Agency	Class Title	Top Monthly Compensation	Effective Date	Salary Increase	Next Salary Increase	Percentage Increase
	1	Dublin San Ramon Services District			Water/Wastewater Systems Operator IV	\$12,768	1/1/2014		1/1/2015	Unknown
	2	Alameda County Water District			Utility Worker Leader	\$12,398	7/1/2012		Unknown	Unknown
	3	Santa Clara Valley Water District			Water Resources Technician II / Senior Maintenance Worker	\$11,496	6/24/2013		Unknown	Unknown
	4	City of Burlingame			Water Maintenance Lead Worker / Water Supervisor	\$10,813	1/1/2013		1/1/2015	3%
	5	City of Redwood City			Utilities Specialist	\$10,512	2/13/2014		Unknown	Unknown
	6	City of Millbrae			Public Works Foreman	\$10,056	7/1/2013		Unknown	Unknown
	7	Mid-Peninsula Water District			Maintenance Foreman	\$9,758	10/26/2012		Unknown	Unknown
	8	Foster City			Public Works Lead Maintenance Worker	\$9,565	7/1/2009		Unknown	Unknown
	9	City of San Bruno			Lead Maintenance Worker	\$8,819	1/1/2007		Unknown	Unknown
		City of Daly City			NIC					
		Coastside County Water District			NIC					
		North Coast County Water District			NIC					
		Purissima Hills Water District			NIC					
		Westborough Water District			NIC					
						Average of Comparators			\$10,803	-10.7%
						% Mid-Peninsula Water District Above/Below				
						Median of Comparators			\$10,662	-9.3%
						% Mid-Peninsula Water District Above/Below				

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014

MANTENANCE SUPERINTENDENT			Top Monthly Compensation	Effective Date	Next Salary Increase	Next Percentage Increase
Rank	Comparator Agency	Class Title				
1	Alameda County Water District	Water Supply Supervisor	\$17,965	6/24/2013	6/24/2014	2%
2	Coastside County Water District	Superintendent of Operations	\$17,341	7/1/2013	7/1/2014	3%
3	Dublin San Ramon Services District	Field Operations Supervisor	\$16,986	1/1/2014	1/1/2015	Unknown
4	Santa Clara Valley Water District	Water Resources Supervisor	\$14,236	6/24/2013	Unknown	Unknown
5	North Coast County Water District	Superintendent	\$14,196	7/1/2009	Unknown	Unknown
6	Mid-Peninsula Water District	Maintenance Superintendent	\$13,797	10/26/2012	Unknown	Unknown
7	City of Burlingame	Assistant Water Superintendent	\$13,171	1/1/2013	1/1/2015	3%
8	City of Millbrae	Public Works Supervisor II / Public Works Supervisor I	\$12,810	7/1/2013	Unknown	Unknown
9	City of Foster City	Public Works Maintenance Superintendent	\$12,610	7/1/2013	Unknown	Unknown
10	Westborough Water District	Field Supervisor	\$12,366	1/1/2014	Unknown	Unknown
11	City of Redwood City	Public Works Supervisor - Utilities Operations & Maintenance	\$12,340	2/13/2014	Unknown	Unknown
12	Purissima Hills Water District	General Foreman	\$12,293	1/1/2014	Unknown	Unknown
13	City of San Bruno	Maintenance Services Manager Series - Water Services Manager	\$11,084	2/4/2008	Unknown	Unknown
14	City of Daly City	Distribution Systems Field Supervisor	\$9,221	9/17/2011	Unknown	Unknown
			Average of Comparators	\$13,586	1.5%	
			Median of Comparators	\$12,810	7.2%	

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

Mid-Peninsula Water District
 Top Monthly Compensation Data
 February 2014

MAINTENANCE WORKER			Top Monthly Compensation	Effective Date	Salary Increase	Next Percentage Increase
Rank	Comparator Agency	Class Title				
1	Purissima Hills Water District	Water Service Worker II	\$11,413	1/1/2014	Unknown	Unknown
2	Dublin San Ramon Services District	Water/Wastewater Systems Operator II	\$10,891	1/1/2014	1/1/2015	Unknown
3	Alameda County Water District	Utility Worker II	\$10,745	7/1/2012	Unknown	Unknown
4	Westborough Water District	Senior Field Worker	\$10,558	1/1/2014	Unknown	Unknown
5	Santa Clara Valley Water District	Maintenance Worker II	\$9,543	6/24/2013	Unknown	Unknown
6	North Coast County Water District	Utility Maintenance Worker II	\$9,038	7/1/2009	Unknown	Unknown
7	Coastside County Water District	Maintenance Worker	\$8,946	7/1/2013	7/1/2014	3%
8	Mid-Peninsula Water District	Maintenance Worker	\$8,888	10/26/2012	Unknown	Unknown
9	City of Foster City	Public Works Maintenance Worker I / Public Works Maintenance Worker II	\$8,819	7/1/2009	Unknown	Unknown
10	City of Redwood City	Public Works Maintenance Worker I / Public Works Maintenance Worker II - Wastewater Worker	\$8,471	2/13/2014	Unknown	Unknown
11	City of Burlingame	Water Maintenance Worker	\$8,461	1/1/2013	1/1/2015	3%
12	City of San Bruno	Maintenance Worker II	\$7,867	11/1/2007	Unknown	Unknown
13	City of Daly City	Distribution Maintenance Worker II	\$7,816	9/3/2011	Unknown	Unknown
14	City of Millbrae	Maintenance Worker	\$6,721	1/1/2008	Unknown	Unknown
			Average of Comparators	\$9,176	-3.2%	
			% Mid-Peninsula Water District Above/Below			
			Median of Comparators	\$8,948	-0.7%	
			% Mid-Peninsula Water District Above/Below			

NOTE: All calculations exclude Mid-Peninsula Water District
 N/C - Non Comparator

Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014

MECHANIC		Class/Title	Top Monthly Compensation	Effective Date	Next Salary Increase	Next Percentage Increase
Rank	Comparator Agency					
1	Alameda County Water District	Auto Mechanic II	\$12,151	7/1/2012	Unknown	Unknown
2	Dublin San Ramon Services District	Fleet Mechanic	\$11,668	1/1/2014	1/1/2015	Unknown
3	Santa Clara Valley Water District	Equipment Mechanic II	\$10,577	6/24/2013	Unknown	Unknown
4	North Coast County Water District	Mechanic	\$10,200	7/1/2009	Unknown	Unknown
5	Mid-Peninsula Water District	Mechanic	\$9,759	10/26/2012	Unknown	Unknown
6	City of Burlingame	Automotive Mechanic	\$9,501	1/1/2013	1/1/2015	3%
7	City of Redwood City	Equipment Mechanic II	\$9,480	2/13/2014	Unknown	Unknown
8	City of Foster City	Mechanic I	\$9,328	7/1/2009	Unknown	Unknown
9	City of Millbrae	Equipment Mechanic III	\$9,138	1/1/2008	Unknown	Unknown
10	City of Daly City	Mechanic	\$8,697	9/3/2011	Unknown	Unknown
11	City of San Bruno	Mechanic I	\$7,867	11/12/2007	Unknown	Unknown
	Coastside County Water District	N/C				
	Purissima Hills Water District	N/C				
	Westborough Water District	N/C				
		Average of Comparators	\$9,861			
		% Mid-Peninsula Water District Above/Below	-1.0%			
		Median of Comparators	\$9,491			
		% Mid-Peninsula Water District Above/Below	2.8%			

NOTE: All calculations exclude Mid-Peninsula Water District

N/C - Non Comparator

Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014

Rank	Comparator Agency	Class Title	Top Compensation			Effective Date	Salary Increase	Next Percentage Increase
			Monthly	Top	Compensation			
1	Dublin San Ramon Services District	Environmental Compliance Inspector II	\$13,047	1/1/2014		1/1/2015	Unknown	Unknown
2	City of Redwood City	Water Quality Specialist	\$10,512	2/13/2014		Unknown	Unknown	Unknown
3	North Coast County Water District	Laboratory Technician	\$10,200	7/1/2009		Unknown	Unknown	Unknown
4	Mid-Peninsula Water District	Project Coordinator	\$9,758	3/17/2014		Unknown	Unknown	Unknown
5	City of San Bruno	Water Quality Technician II	\$8,819	11/12/2007		Unknown	Unknown	Unknown
6	City of Burlingame	Water Quality & Meter Technician	\$8,812	1/1/2013		1/1/2015	3%	3%
	Alameda County Water District	N/C						
	City of Daly City	N/C						
	City of Foster City	N/C						
	City of Millbrae	N/C						
	Coastside County Water District	N/C						
	Purissima Hills Water District	N/C						
	Santa Clara Valley Water District	N/C						
	Westborough Water District	N/C						
			Average of Comparators			\$10,278	% Mid-Peninsula Water District Above/Below	
			Median of Comparators			\$10,200	-5.3%	
			% Mid-Peninsula Water District Above/Below				-4.5%	

NOTE: All calculations exclude Mid-Peninsula Water District
N/C - Non Comparator

Mid-Peninsula Water District
Top Monthly Compensation Data
February 2014

PUMPREGULATOR SPECIALIST			Rank	Comparator Agency	Class Title	Top Monthly Compensation	Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District	Utility Mechanic II / Instrument Technician	\$12,665	7/1/2012	Unknown	Unknown	Unknown	Unknown	Unknown
2	Purissima Hills Water District	Water Service Worker II	\$11,413	1/1/2014	Unknown	Unknown	Unknown	Unknown	Unknown
3	Dublin San Ramon Services District	Mechanic II	\$11,076	1/1/2014	1/1/2015	Unknown	Unknown	Unknown	Unknown
4	Santa Clara Valley Water District	Plant Maintenance Mechanic II	\$10,602	6/24/2013	Unknown	Unknown	Unknown	Unknown	Unknown
5	City of Redwood City	Utilities Worker / Utilities Worker - Wastewater Pump/Regulator Specialist	\$9,759	2/13/2014	Unknown	Unknown	Unknown	Unknown	Unknown
6	Mid-Peninsula Water District	Water Service & Operations Technician	\$9,758	10/26/2012	Unknown	Unknown	3%	1/1/2015	1/1/2015
7	City of Burlingame	Plant & Equipment Maintenance Mechanic	\$9,496	1/1/2013	Unknown	Unknown	Unknown	Unknown	Unknown
8	City of Daly City	Pump Mechanic I	\$8,938	9/3/2011	Unknown	Unknown	Unknown	Unknown	Unknown
9	City of Millbrae	Pump Mechanic I	\$8,099	1/1/2008	Unknown	Unknown	Unknown	Unknown	Unknown
10	City of San Bruno	N/C	\$7,867	11/12/2007	Unknown	Unknown	Unknown	Unknown	Unknown
	City of Foster City	N/C							
	Coastside County Water District	N/C							
	North Coast County Water District	N/C							
	Westborough Water District	N/C							
						Average of Comparators % Mid-Peninsula Water District Above/Below	\$9,990	-2.4%	
						Median of Comparators % Mid-Peninsula Water District Above/Below	\$9,759	0.0%	

NOTE: All calculations exclude Mid-Peninsula Water District
N/C - Non Comparator



Final Report – Compensation Study

Mid-Peninsula Water District

Appendix III

Proposed Monthly Salary Plan

Appendix III
Mid-Peninsula Water District
Proposed Salary Schedule
Effective May 2014

Range #	Monthly Salary Range	
	Min	Max
1	\$3,004	\$3,905
2	\$3,079	\$4,003
3	\$3,154	\$4,100
4	\$3,233	\$4,203
5	\$3,312	\$4,305
6	\$3,395	\$4,413
7	\$3,479	\$4,523
8	\$3,564	\$4,634
9	\$3,653	\$4,749
10	\$3,743	\$4,865
11	\$3,836	\$4,987
12	\$3,930	\$5,109
13	\$4,028	\$5,236
14	\$4,126	\$5,364
15	\$4,229	\$5,498
16	\$4,332	\$5,632
17	\$4,441	\$5,773
18	\$4,549	\$5,914
19	\$4,663	\$6,062
20	\$4,777	\$6,210
21	\$4,896	\$6,365
22	\$5,015	\$6,520
23	\$5,141	\$6,683
24	\$5,266	\$6,846
25	\$5,398	\$7,017
26	\$5,529	\$7,188
27	\$5,668	\$7,368
28	\$5,806	\$7,548
29	\$5,951	\$7,736
30	\$6,096	\$7,925
31	\$6,249	\$8,123
32	\$6,401	\$8,321
33	\$6,561	\$8,529
34	\$6,721	\$8,737
35	\$6,889	\$8,956
36	\$7,057	\$9,174
37	\$7,234	\$9,404
38	\$7,410	\$9,633
39	\$7,595	\$9,874
40	\$7,781	\$10,115
41	\$7,975	\$10,368
42	\$8,170	\$10,620
43	\$8,374	\$10,886
44	\$8,578	\$11,151
45	\$8,792	\$11,430



Final Report – Compensation Study

Mid-Peninsula Water District

Appendix IV

Proposed Salary Range Placement

Appendix IV
Mid-Peninsula Water District
Range Placement Recommendations
May 2014

Class Title	Current Maximum Monthly Salary	% from Top Monthly Median	Market Placement	Proposed Salary Range	Proposed Maximum Monthly Salary	% Difference From Proposed Maximum	Rationale
General Manager	\$12,385	-10.2%	\$13,654	N/A	\$13,654	10.24%	Salary set by contract approved by Board of Directors.
Administrative Services Manager	\$10,110	5.9%	\$9,518	37	\$9,404	-6.99%	Market and range placement.
Maintenance Superintendent	\$8,963	1.8%	\$8,798	35	\$8,956	-0.08%	Market and range placement.
Engineering Technician	\$6,216	-5.0%	\$6,529	22	\$6,520	4.89%	Market and range placement.
Mechanic	\$6,216	-4.0%	\$6,464	22	\$6,520	4.89%	Market and range placement.
Maintenance Foreman	\$6,215	-16.7%	\$7,256	26	\$7,188	15.66%	Market and range placement.
Project Coordinator	\$6,215	-0.8%	\$6,265	20	\$6,210	-0.08%	Market and range placement.
Pump/Regulator Specialist	\$6,215	-8.1%	\$6,717	23	\$6,683	7.53%	Market and range placement.
Maintenance Worker	\$5,503	-2.4%	\$5,634	16	\$5,632	2.34%	Market and range placement.
Customer Service Representative	\$4,991	-9.9%	\$5,487	15	\$5,498	10.16%	Market and range placement.



Final Report – Compensation Study

Mid-Peninsula Water District

Appendix V

Additional Benefits

Mid-Peninsula Water District
Additional Benefits
March 2014

Agency	Retiree Health Benefits	Uniform Allowance	Safety Incentive Program	Certification Pay	Employee Recognition
Mid - Peninsula Water District	For EEE hired before June 2008 the District pays 100% of their medical, dental, and vision for the EEE and spouse. For EEE hired after June 2008 the District pays medical, dental, and vision for the EEE only after retirement. EEE must have 20 years of service and be 55 to retire with this benefit.	The District orders and pays for all work uniforms (for the field and the office, including rain gear, boots, pants, shirts, etc.)	The safety incentive is paid once a year to all EEE. The amount depends on whether or not an EEE has had any safety violations.	District pays EEE certification pay each pay period depending on what Distribution Grade they have received. This will range from \$75 to \$125.	EE recognition includes gift certificate to the EE at every 5 year anniversary; 5 years - \$200 gift card; 10 years - \$300 gift card; 15 years - \$400 gift card; 20 years - \$500 gift card; \$100 increment increase continues for each 5 years greater than 20 years of service
Alameda County Water District	District's contribution for retiree coverage shall be public/EE Medical & Hospital Care Act (PMHCA) min contribution determined by CalPERS annually. District also makes longevity payments on monthly basis into Retiree Health Care Trust. EEE hired before 8/1/02, District's longevity payment shall be equal to 6% of base MEC Contribution (MEC) and greater of ratio of 4 family members in highest cost HMO/Medicare HMO med plan. For EEE hired on or after 8/1/02, District's longevity payment shall be % of premium cost of coverage based on yrs of service w/District & CalPERS (premium = MEC or difference b/wn MEC & cost of retiree & family members in highest cost HMO med plan); 14 years = MEC; 10 years = 50% of premium, then increase 5% for each year up to 100% at 20+ years. EEE hired on or after 1/1/09, change in % contribution: 0-3 years = MEC; 10-14 years = 25%; 15-19 years = 50%; 20-24 years = 75%; 25-29 years = 100%. EEE hired before 1/1/09 receive dental benefits. EEE hired before 4/1/09 receive vision life insurance of \$20,000 (concurrent w/ vision, dental, etc.).	Uniforms shall be provided and maintained for the following EEE: all Operations Department, uniform classifications, including clerical/secretarial positions and all Meter Reader and specific shop, mailroom, laboratory, or field EEE whose work requires protective overalls or other specific protective garment. If required, the District shall furnish safety shoes, at a cost of no more than \$25 per fiscal year it purchases up to 3 pairs per EEE. The District will furnish 2 pairs of safety shoes to an EEE when the EEE is first required to wear them. EEE may also purchase safety-related accessories that increase safety shoe comfort. Uniforms and safety shoes shall be provided and maintained for all eligible management, confidential, and professional EEE.	The District will reimburse EEE for any examination or certification fees for licenses issued by the State Department of Public Health, State Department of Auto Repair & Agriculture, and State Bureau of Food which are taken out to broadcast and take part in a presentation of accomplishments and gets to choose a gift from a catalog worth ranges \$25-\$250. EEE who reaches 20 years of employment shall be moved to range that is 2.5% above base salary.	The District will reimburse EEE for any examination or certification fees for licenses issued by the State Department of Public Health, State Department of Auto Repair & Agriculture, and State Bureau of Food which are taken out to broadcast and take part in a presentation of accomplishments and gets to choose a gift from a catalog worth ranges \$25-\$250. EEE who reaches 20 years of employment shall be moved to range that is 2.5% above base salary.	EE recognition includes gift certificate to the EE at every 5 year anniversary, specifically five year anniversaries. EEE's are taken out to broadcast and take part in a presentation of accomplishments and gets to choose a gift from a catalog worth ranges \$25-\$250. EEE who reaches 20 years of employment shall be moved to range that is 2.5% above base salary.
City of Burlingame	Employees hired on or after March 31, 2008 and prior to November 1, 2011 will receive a ratio medical benefit based on years of service with the City; all contributions include the PERS required Minimum Employer Contribution (MEC). Years of service >9 receives Minimum monthly amount as governed by the CalPERS Health System. 10 - 14 years of service receives 100% of the lowest medical premium provided through CalPERS approved medical providers for employee only. 15-19 years of service receives 75% of the lowest medical premium provided through CalPERS approved medical providers or employee +1 dependent. 20+ years of service 100% of the lowest medical premium provided through CalPERS approved medical providers for employee + 1.	The City shall supply EEE with safety equipment required by the City and/or Cal OSHA. Effective 7/1/03, the City shall reimburse EEE required to wear safety shoes, up to \$250 per fiscal year. EEE in the Meter Reader classification is allowed reimbursement up to \$250 twice per fiscal year.	None	If licenses or certificates are required for an EEE to continue work in their current classification, the City agrees to pay the costs of training necessary to meet requirements. The City agrees to pay for required medical exams and grant reasonable work time for taking required exams for Class B Driver's license. The City will reimburse EEE for Class B license. EEE who earn and maintain department approved and endorsed certifications and who require use of such certifications are eligible for certification/premium pay equal to \$100 for each of the following certifications: Class B Driver's license; D2 Water Distribution Operator certificate; D3 Water Distribution Operator certificate; T1 Water Treatment Operator Certification System Grade 2; Collection System Grade 3; HVAC Certification Type I and II; Backflow Prevention Device Certificate (\$50 premium pay). Maximum combined compensation for certifications/premiums shall not exceed \$300 per month.	EE recognition includes gift certificate to the EE at every 5 year anniversary, specifically five year anniversaries. EEE's are taken out to broadcast and take part in a presentation of accomplishments and gets to choose a gift from a catalog worth ranges \$25-\$250. EEE who reaches 20 years of employment shall be moved to range that is 2.5% above base salary.
City of Daly City	The City's contribution to retiree health for qualifying annuitants will be increased annually as required under PEMHCRA.	City shall provide EEE required to wear uniforms with 10 pairs of white and/or dark coveralls. EEE regularly assigned to work outdoors shall be provided with work jackets. City shall reimburse EEE up to \$200 for safety footwear. For Engineering Technician, clothing is damaged, there is a \$150 per year reimbursement pool. City shall reimburse EEE up to \$200 for every 24 month period for City approved prescription safety eye wear for Plant & Equipment Maintenance Mechanic.	Safety Suggestion Program: EEE may suggest ways to improve safety in workplace. EEE are notified if they are to be awarded if suggestion is selected. EEE are awarded between \$5 to \$40 depending on how the issue.	Incumbents in the classifications of Collection System Maintenance Worker III will be reimbursed \$10, 15, 20, 25, 30, and 35 years of service. EEE receive a pin for 5 years and 10 years and up, EEE receives \$25-\$100 depending on years of service.	EE recognition includes gift certificate to the EE at every 5 year anniversary, specifically five year anniversaries. EEE's are taken out to broadcast and take part in a presentation of accomplishments and gets to choose a gift from a catalog worth ranges \$25-\$250. EEE who reaches 20 years of employment shall be moved to range that is 2.5% above base salary.

Mid-Peninsula Water District
Additional Benefits
March 2014

Agency	Routine Health Benefits	Uniform Allowance	Safety Incentive Program	Certification Pay	Employee Recognition
City of Foster City	The City contributes the minimum amount required under the P.E.R.S. Health Care Plan (PEMCHA) for active and retired Employees' medical insurance premiums.	None		AFSCME: EE's in the maintenance classifications who earn City-approved and endorsed certifications 5, or who successfully renew their existing certifications are eligible to earn a lump sum bonus up to \$500 over 2 year period: Backflow Prevention License = \$300; CWEA Grade I = \$200; CWEA Grade II = \$100; CWEA Grade III= \$100; CWEA Grade IV = \$100.	EE Recognition Program (longevity pay program) was terminated effective October 1, 2007 when the City implemented the PERS 2.7%@55 enhanced retirement formula. City does has a Service Recognition Program in which the City makes monthly contributions for retired benefits based on years of service as follows: 10-14 years = \$125; 15-19 years = \$200; 20-24 years = \$275; 25+ Years = \$350.
City of Millbrae	City contributes the following amounts based on employee group: Management/Confidential = \$1385.62 per month; sanitation receives PEMCHA minimum of \$119.	None		When required by the State and if the working classification requiring such a certification, the EE will receive his following Water Distribution System certificates: Grade I = \$150 per month, Grade II = \$150 per month, and Grade III = \$200 per month.	Employees in all groups are given a \$100 gift certificate to a local store for 15 and 20 years, and \$150 for 25 and over.
City of Redwood City	For EE with 10 years of service and retire under the retirement plan provided by the City, the City shall contribute on behalf of the retiree only (no dependents), an amount toward the health plans equal to the premium paid for an active worker, for that same plan.			EE in the classifications of Equipment Mechanic II, Land Equipment, Mechanic, and Equipment Operations Leader are eligible for certificate incentive pay as follows: (a) ASE certifications = 1% of base salary for every two certifications, up to 6 certifications (maximum of 3%); (b) ASE Master Auto Technician, ASE Master Heavy Duty Technician, CA State Fire Mechanic I, EVT LD Fire Apparatus Level I, or EVT Hill Fire Apparatus Level II, EVT LD-HD Fire Apparatus II, or any 2 certifications listed in part B = 7% of base salary. Workers who are required by State or Federal regulations to be licensed or certified shall be reimbursed for the fees for such license or certificate, excluding license required by the Department of Motor Vehicles.	
City of San Bruno	EE who have completed 20 or more years of City service as a full-time employee can cash out 50% of unused sick leave on 600 hours whichever is less and other EE can cash out 50% of unused sick leave or 400 hours whichever is less. Through the Teamsters Local Union 856 Health & Welfare Fund, retiree medical is available for EE who have a total of 120 months with an ER who were making contributions on the employee's behalf for retiree coverage.			No allowance provided. The City will supply safety equipment only for the purposes and uses specified under applicable safety rules and regulations. City will provide 4 sets of coveralls (or equivalent) and provide cleaning services for City-provided work uniforms.	Employees in Water Division ONLY 1% per grade, 6% max. with Water Treatment Operator's Certificate and/or Water Distribution Certificate Employee in Wastewater Division ONLY 1% per grade, 6% max. with Wastewater Collection Maintenance Certificate.
Contra Costa County Water District	District will pay health, vision, and dental insurance premiums. EE must have 15 years of consecutive employment with the District and higher age at retirement is at least 55. After age 65, the District will pay the retired EE's ACT(A)Blue Cross or Kaiser premiums as a supplement to the retired EE's Medicare coverage provided. District will pay for vision premiums for retirees who retire after 4/1/01. District pays for dental care insurance for retirees except after age 65 retired EE may continue to participate in the District's dental care insurance program at their own expense. For retirees hired on or after 1/1/506, the District's payment for medical, dental, and vision insurances shall not exceed 50% of premiums for insurance coverage.			An EE who achieves any of the following certifications that receive, as additional compensation, the following amounts per month: T1 = \$100, T2 = \$200, T3 = \$300, T4 = \$400, and T5 = \$500 (max amount of additional compensation is \$500 per month). D1 = \$100, D2 = \$200, D3 = \$300, D4 = \$400, and D5 = \$500 (max amount of additional compensation is \$500 per month); Backflow Cross Connection Control Program Specialists = \$100; Notary Public = \$50; Spanish-Fluency = \$50; and Microsoft User Specialist = \$50 each up to maximum of \$200 per month for Word, Excel, Access, Power Point, and Outlook.	For EE with more than 5 years of service, the District provides a luncheon and certificates of appreciation along with gift certificates.

Mid-Peninsula Water District
Additional Benefits
March 2014

Agency	Retiree Health Benefits	Uniform Allowance	Safety Incentive Program	Certification Pay	Employee Recognition
Dublin San Ramon Services District	The District offers contributions towards CalPERS retiree medical insurance premiums for qualified employees who retire from CalPERS within 120 days of separation from the District. Under the District's retiree medical vesting plan, a retiree must have a minimum of 10 years of service as a CalPERS member including a minimum of five (5) years of service accrued at the District to qualify for a premium contribution. The maximum premium contribution is based on the CalPERS 100% formula, and coverage level 2. The percentage of the CalPERS 100% amount contributed by the District is determined by full years of CalPERS service. 10 years or seniors = 50%; 11 years of services = 55%;... 20+ years of services = 100%.	None	District shall reimburse EE each calendar year up to \$150 for purchase of personal safety equipment and applies including, but not limited to, steel-toed safety shoes, ergonomically correct posture, footrests, writing utensils, etc. for use in the workplace. District will provide safety vests.	The District shall allow an EE time off with pay if the certification exam falls between the hours of the EE's assigned shift. Upon successful passage of the exam, the District will pay for any costs incurred, including removal, as set forth in the employee's classification series.	The GM may give certificates valued at \$10 to a District team member/EE to recognize a team or the exemplary service. Department Manager may give certificates valued at \$20 to any EE for exemplary service. Department Managers receive 12 certificates per fiscal year and GM receives 20 certificates per fiscal year. Supervisors or Managers may provide awards to EE for exemplary service; from lunch up to \$20 or 1-hour early departure for non-exempt EE. Since programs are on hold, District has created non-monetary recognition program for exemplary service (foot recognition certificates in District Intranet).
North Coast Water District	The District offers contributions towards CalPERS retiree medical insurance premiums for qualified employees who retire from CalPERS within 120 days of separation from the District. Under the District's retiree medical vesting plan, a retiree must have a minimum of 10 years of service as a CalPERS member including a minimum of five (5) years of service accrued at the District to qualify for a premium contribution. The maximum premium contribution is based on the CalPERS 100% formula, and coverage level 2. The percentage of the CalPERS 100% amount contributed by the District is determined by full years of CalPERS service.	None	The District provides all uniforms and work clothes.	The District provides certification pay for all the costs related to the certification (the classes, application/renewal fees, etc.). Also any District EE who achieves certification above that required by the job classification receives 2% of their salary as a stipend paid at the end of each year.	Longevity Program – EE receives % increase based on years of service as follows: 1% at 10 years, 2% at 15 years, 3% at 20 years, and 4% at 25 years. The District hosts EE recognition dinners every February for EE and spouse.
Purisima Hills Water District	For EEE hired prior to 3/1/07 with 10 years of service, the District pays for medical coverage for retired EE only and one eligible dependent. For EEE hired on or after 3/1/07, EE with 15 years of service, District pays for medical coverage for retired EE only and EE with 20+ years of service. District pays for medical coverage for retired EE plus one eligible dependent. Sick Leave Payout Upon retirement EE with less than 10 years of service, may be paid a 50% of the equivalent cash value up to 480 hours and 25% of cash value for accrued sick leave beyond 480 hours; 10-15 years of service may convert accrued sick leave balance at 50% cash value; 15-20 years of service may convert accrued sick leave balance at 75% of cash value; and 20+ years may convert accrued sick leave balance at 100% of cash value. Upon retirement, EE may convert all or any portion of accrued sick leave to CalPERS to be counted as additional service credit.	None	The District uses a uniform service for field crew EE. The EEE purchases safety shoes at a designated shoe store and the vendor bills the District directly.	The District pays for classes, fees, renewals, and other costs associated with obtaining and maintaining certification status.	The District pays for classes, fees, renewals, and other costs associated with obtaining and maintaining certification status.
Santa Clara Valley Water District	Field staff is allowed one pair of safety shoes and pants, jacket, shirt, and rain gear as needed with Manager's approval.	None	The District provides safety glasses to employees working in locations where there is a risk of receiving eye injuries. District will purchase safety shoes for those employees whose duties expose them to potential foot injury hazards. The District provides \$300 uniform allowance to the following classifications: Equipment Mechanic III; Maintenance Worker III/II; Senior Equipment Mechanic; Senior Maintenance Worker; Water Quality Specialist III/II; Plant Maintenance Mechanic III; Engineering Technician III/II Sr.; Water Resources Technician III/II Sr.	Incumbents in Maintenance Worker III class who obtain crane certification shall be compensated at a rate of one range higher than that which they are normally entitled (2.5%). The District will pay for licenses or certificates or any coursework required to obtain and renew such licenses and certificates if required by the District or legally required.	Eligibility for advancement in Step 6 and 7 occurs after completion of 30 months of competent services in each preceding step and approval of the District. Steps 6 and 7 are at 2.5% increments.
Westborough Water District	Approved on a case-by-case basis.	None	For EEE's with 15 years of service, the District contributes 75% of the current EE medical premium for EE + 1; EE with 20 years of service, the District contributes 100% medical premium for EE + 1.	None	Additional Benefits

