



Date: 07/31/18

Total Compensation Study Report

Mid-Peninsula Water District

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July 31, 2018

Tammy Rudock
General Manager
Mid-Peninsula Water District
3 Dairy Lane
Belmont, CA 94002

Dear Ms. Rudock:

Koff & Associates is pleased to present the Total Compensation Study Final Report to Mid-Peninsula Water District. This report documents the market compensation survey methodology, findings, and recommendations for implementation.

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

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

Very truly yours,



Alyssa Thompson
Senior Project Manager



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EXECUTIVE SUMMARY

Background

In April 2018, Koff & Associates (“K&A”) contracted with Mid-Peninsula Water District (District) to conduct a comprehensive Total Compensation Study for. All compensation findings and recommendations are presented in this report.

This compensation review process was precipitated by:

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

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

Summary of Findings

This report summarizes the study methodology, analytical tools, and the total compensation (salary and benefits) survey findings. The results of the total compensation study showed:

- The District’s ***entry monthly base salaries, overall, in comparison to the market median is 24.0% below the market.***
- The District’s ***top monthly base salaries, overall, in comparison to the market median is 9.4% below the market.***
- The District’s ***total compensation, overall, in comparison to the market median is 6.0% below the market.***
- K&A considers a classification falling within 5% of the median to be competitive.

STUDY PROCESS

Classifications

The study included ten classifications and all were compared to the defined labor market. The classifications are listed in Table 1.



Table 1. Benchmark Classification

Classification Title
1. Accountant
2. Administrative Assistant
3. Administrative Services Manager
4. Administrative Specialist
5. General Manager
6. Lead Operator
7. Maintenance Technician
8. Operations Manager
9. Operations Supervisor
10. Water System Operator

Comparator Agencies

Another important step in conducting a market salary study is the determination of appropriate agencies for comparison. In developing the list of potential comparator agencies, K&A first started with the agencies that the District has used historically when conducting market compensation studies. Additional agencies were added to the analysis based on the following factors:

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

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

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



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

- 4. Labor market and geographic location** – In the reality that is today’s labor market, many agencies are in competition for the same pool of qualified employees. The geographic labor market area, where the District 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.

All factors mentioned were considered in selecting the group of comparator agencies. The District agreed to a list of ten agencies.

Table 2. Comparator Agencies

Agency
1. Alameda County Water District
2. City of Burlingame
3. City of Foster City
4. City of Millbrae
5. City of Redwood City
6. City of San Bruno
7. Coastside County Water District
8. Menlo Park Municipal Water District (City of Menlo Park)
9. North Coast County Water District
10. Westborough Water District

Salary and Benefits Data

The last element requiring discussion prior to beginning a market survey is the specific benefit data that will be collected and analyzed. The following salary and benefits data was collected for each benchmark classification (the cost of these benefits to each agency was converted into dollar amounts and can be found in Appendix II [Benefit Detail] of this report; these amounts were added to base salaries for total compensation purposes).



1. Monthly Base Salary

The entry and top (and/or control point) salary of the salary range. All figures are presented on a monthly basis.

2. Employee Retirement

- **PERS Formula:** The service retirement formula for each agency's Classic plan. The Classic plan is the plan offered prior to the implementation of the Public Employees' Pension Reform Act (PEPRA) effective January 1, 2013. For agencies with retirement systems established under the County Employees Retirement Law of 1937 ("37 Act"), retirement formulas were converted to the equivalent PERS formula for purposes of comparison.
- **Enhanced Formula Cost:** The baseline PERS formula is 2%@62. There is typically a cost to the employer for offering a formula with a higher benefit than the baseline formula. For each enhanced formula, the cost to the employer is based on a percentage range calculated by PERS. K&A multiplied the percentage by the top monthly salary to calculate the cost of the enhanced formula. The percentage value for each enhanced formula is:
 - 2%@60: midpoint of range = 1.5%
 - 2%@55: midpoint of range = 2.7%
 - 2.5%@55: midpoint of range = 4.9%
 - 2.7%@55: midpoint of range = 6.4%
 - 3%@60: midpoint of range = 7.4%
- **Employer Paid Member Contribution:** The amount of the employee's contribution to PERS that is paid by the employer (Employer Paid Member Contribution).
- **Single Highest Year:** The period for determining the average monthly pay rate when calculating retirement benefits. The base period is 36 highest paid consecutive months. When final compensation is based on a shorter period of time, such as 12 months' highest paid consecutive months, there is a cost to the employer. Similar to the enhanced formula, the cost to the employer is based on a percentage range calculated by PERS. K&A multiplied the percentage by the top monthly salary to calculate the cost of the final compensation benefit.
- **Employee Cost Sharing:** The amount of the employer's contribution to PERS that is paid by the employee. The amount is reported as a deduction to total compensation.
- **Social Security:** If an employer participates in Social Security, then the employer contribution of 6.2% of the base salary up to the federally-determined maximum contribution of \$663.40 per month was reported.
- **Other:** Any other retirement contributions made by the employer.



3. Deferred Compensation

Deferred compensation contributions provided to all employees of a classification with or without requiring the employee to make a contribution is reported.

4. Insurances

The employer paid premiums for an employee with family coverage was reported. The employer paid insurances included:

- Cafeteria/Flexible Benefit Plan
- Medical
- Dental
- Vision
- Life and Accidental Death and Dismemberment (“AD&D”) Insurances
- Long-Term Disability Insurance
- Short-Term Disability Insurance
- Other

5. Leaves

Other than sick leave, which is usage-based, the number of hours off for which the employer is obligated. All hours have been translated into direct salary costs.

- **Vacation:** The number of paid time off (or vacation) hours available to all employees who have completed five years of employment.
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative:** Administrative (or management) leave is normally the number of paid leave hours available to Fair Labor Standards Act (“FLSA”) Exempt and/or management to reward for extraordinary effort (in lieu of overtime). This leave category may also include personal leave which may be available to augment vacation or other time off.

6. Auto Allowance

This category includes either the provision of an auto allowance or the provision of an auto for personal use only. If a vehicle is provided to any classification for commuting and other personal use, the average monthly rate is estimated at \$450. Mileage reimbursement is not included.

7. Uniform Allowance

This category includes either the provision of a uniform or safety clothing/shoe allowance. Uniform/shoe reimbursement or the provision of uniforms/shoes are not included.

8. Other



This category includes any additional other benefits not captured above available to all in the class.

All of the benefit elements are negotiated benefits provided to all employees in the classification. As such, they represent an ongoing cost for which an agency must budget. Other benefit costs, such as sick leave, tuition reimbursement, and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

Data Collection

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

Matching Methodology

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

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

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

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



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

When an appropriate match is not identified for one classification, K&A often uses "hybrid matches" (or 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 or more 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 class that is "smaller," where the District's class falls in the middle.

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

Data Spreadsheets

For each benchmark classification, there are three information pages:

- Entry Monthly and Top Monthly Base Salary
- Benefit Detail (Monthly Equivalent Values)
- Total Compensation Data

The average (mean) and median (midpoint) of the comparator agencies are reported on the top monthly salary and total compensation data spreadsheets. The % above or below that the District is compared to the average and median is also reported.

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

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

When using survey data to make salary range recommendations and adjustments, K&A recommends using the median, rather than the mean, because the median is not skewed by extremely high or low salary values.

MARKET COMPENSATION FINDINGS

The following table represents a summary of the market entry monthly (base) salary, top monthly (base) salary, and total compensation (top monthly base salary plus benefits [retirement, insurance, leaves, and allowances]) findings. For each benchmark classification, the number of matches (agencies with a comparable position) and percent above or below the market median is listed. The table is sorted by total monthly compensation in descending order from the most positive percentile (above market) to the most negative (below market).



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Table 3. Market Compensation Results Summary

Classification Title	# of Matches	Entry Monthly % Above or Below	Top Monthly % Above or Below	Total Compensation % Above or Below
Lead Operator	7	-16.7%	-0.8%	3.8%
Water System Operator	10	-21.7%	-4.5%	0.5%
Operations Manager	9	-12.8%	-4.6%	-0.4%
Administrative Services Manager	6	-7.0%	-4.6%	-5.3%
Maintenance Technician	9	-26.3%	-9.4%	-6.0%
General Manager	10	N/A	-13.7%	-7.5%
Administrative Assistant	9	-33.9%	-17.7%	-7.8%
Administrative Specialist	6	-34.3%	-16.0%	-8.0%
Operations Supervisor	9	-38.6%	-15.4%	-15.8%
Accountant	10	N/A	N/A	N/A

Entry Monthly Base Salary

Entry monthly salary market results show that eight classifications are paid below the market median:

- The Administrative Services Manager is paid below the market median by more than 5% and less than 10%;
- The Operations Manager is paid below the market median by more than 10% and less than 15%;
- The Lead Operator is paid below the market median by more than 15% and less than 20%;
- The Maintenance Technician and Water System Operator are paid below the market median by more than 20% and less than 30%;
- The Administrative Assistant, Administrative Specialist, and Operations Supervisor are paid below the market median by more than 30%.

As a note, the % difference to the entry monthly market median could not be calculated for the General Manager as there were three agencies that did not have an established salary range for the comparable classification.



Top Monthly Base Salary

Top monthly salary market results show that nine classifications are paid below the market median:

- The Administrative Services Manager, Lead Operator, Operations Manager, and Water System Operator are paid below the market median by less than 5%;
- The Maintenance Technician paid below the market median by more than 5% and less than 10%;
- The General Manager is paid below the market median by more than 10% and less than 15%; and
- The Administrative Assistant, Administrative Specialist, and Operations Supervisor are paid below the market median by more than 15%.

Total Compensation

Total compensation market results show that the Lead Operator and Water System Operator are paid above the market median by less than 5%.

Total compensation market results show that seven classifications are paid below the market median:

- The Operations Manager is paid below the market median by less than 5%;
- The Administrative Assistant, Administrative Services Manager, Administrative Specialist, General Manager, and Maintenance Technician are paid below the market median by more than 5% and less than 10%; and
- The Operations Supervisor is paid below the market median by more than 15%.

One classification does not have a current top step salary and the percent difference to the market could not be calculated.

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

Overall, the differences between market base salaries and total compensation indicate that the District's benefits package puts the District at a slightly more competitive advantage. Further analysis indicates that, overall, classifications are 9.0% below the market median for base salaries, while that figure changes to 6.4% below the market median for total compensation, which is a 2.6% difference (i.e., the District "gains" a 2.6% competitive advantage when taking benefits into consideration).

Benefits

The market benefits data reveals the major factors contributing toward the District gaining a competitive advantage include:



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- Social Security: Seven of the comparator agencies do not participate in Social Security; whereas the District participates in Social Security.
- Insurances: The District contributes a higher \$ amount toward insurances as compared to six agencies.
- Administrative Leave: For non-exempt classifications, eight of the comparator agencies do not offer paid administrative leave; whereas the District offers non-exempt classifications 24 hours of paid administrative leave.

Although the benefits package brings the District in a more competitive position compared to the market, it should be noted that there are some benefits offered that the District is less competitive, including:

- Retirement
 - Enhanced Formula Cost: Five of the comparator agencies offer a “Classic” retirement benefit with a richer benefit formula.
 - Single Highest Year: Six of the comparator agencies calculate final compensation based on 12 months of highest salary; whereas the District calculates final compensation based on 36 months of highest salary.
- Holiday: Seven of the comparator agencies offer a greater number of holiday leave hours/days as compared to the District. On average, the comparator agencies offer approximately 111 hours of holiday leave; whereas the District offers 104 hours of holiday leave.

Additional Benefits

In addition to the benefits collected and reported as total compensation, K&A also collected policy and benefit information on “additional benefits,” including:

- Certification and Education Incentive Pay;
- Tuition Reimbursement;
- Longevity Pay;
- On-Call and Standby Pay; and
- Retiree Health Insurance.

Detailed information on the Additional Benefits is included in Appendix V.

INTERNAL SALARY RELATIONSHIPS

Building from the salary levels established for identified benchmark classes, internal salary relationships should be developed and consistently applied in order to develop specific salary recommendations for all non-benchmarked classifications.

In the future, the District may need to utilize internal alignment practices if the number of staff grows and additional classifications are added or classifications change. While analyzing internal



relationships, the same factors analyzed when comparing the District's classifications to the labor market are used when making internal salary alignment recommendations.

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

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

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

For the purposes of this study, K&A utilized market data to develop the salary recommendations for all of the benchmarked classifications, and used internal equity principles to make the salary recommendations for two classifications that were not benchmarked. For the non-benchmarked classifications, internal alignments with other classifications will need to be considered, either in the same class series or those classifications that have similar scope of work, level of responsibility, and "worth" to the District. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for District management to carefully review these internal relationships and determine if they are still appropriate given the current market data.

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

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



RECOMMENDATIONS

Pay Philosophy

The District has many options regarding what type of compensation plan it wants to implement. This decision will be based on the District's pay philosophy, 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.

Proposed Salary Structure

Currently, District has a salary structure with ranges that have a minimum and maximum salaries that are approximately 41% apart for represented classifications and approximately 21% apart for management exempt classifications. Each classification is assigned to a specific salary range; however, the salary ranges are not tied to one another.

It is recommended that the District implement a new salary range structure with 55 salary ranges that are set 2.5% apart from one another. Each salary range has a minimum and maximum set 30% apart.

The differential between the entry (minimum) and top (maximum) steps of the current salary ranges is approximately 41% for represented classifications and 21% for management exempt classifications. Typically, the differential between minimum and maximum salaries is approximately 20% to 35%. Based on the market results, it appears that overall, the District's minimum salaries are 21% below the market. Additionally, in looking at the % differential between the entry and top step salaries at the comparator agencies, on average the % differential is approximately 25%. Thus, we recommend that the District adjust the minimum to be 30% below the maximum to be more in alignment with market and industry best practices.

Appendix III contains the current salary range structure.

Salary Structure Administration and Maintenance

An employee compensation program is designed to attract, retain, motivate, and reward the best possible workforce in an equitable manner. As a public agency, budgetary determinations, approved by the Board of Directors, impact the District's determinations regarding employee compensation.

We recommend that the employee compensation program be designed to fairly compensate each employee at a salary that is determined by individual performance, funding, the competitive job market, job responsibilities, and the required level of expertise. The District should maintain a program ingrained with clearly defined standards and guidelines. Doing this provides several advantages such as ease of administration, greater ability to assess the progress toward goals throughout the year, and an enhanced ability to maintain objectivity and sense of fairness throughout the process.



The determination of salary increases should be based on individual performance. At the same time, it is important that the salary ranges remain competitive to the market. Periodic market studies and/or annual structure adjustments should be applied to the ranges, if appropriate, not to the individual salary. Typically, adjustments to individual salaries based on range movement should not be automatic. The reviewer may recommend an upward adjustment in an individual's salary or may recommend that an individual's salary be maintained at its current level, despite any adjustment in the salary range.

During the study, there were five comparator agencies that implemented adjustments effective July 2018. Of the five agencies, four implemented adjustments to the salary ranges, as opposed to employees' salaries. As a note, the fifth agency that implemented adjustments did so to the employees' salaries as this agency does not have salary ranges by classification. The average adjustment for all five agencies implemented July 2018 was approximately 3.4%.

Finally, it is important to note that the salary range structure connects all salary ranges, and their steps, by formula, thereby allowing for adjustments to be applied to only one-dollar figure in the table/matrix, which then automatically updates the entire table. Due to the formula that connects each range to the next (with 2.5% differentials between each range), there is a compounding effect when drawing relationships that span several ranges. For example, with 2.5% differentials between ranges, four ranges should represent a 10% differential. However, because the compounding effect of 2.5%, on top of 2.5%, on top of 2.5%, and so on, the differential between Range 1 and Range 5 is not exactly 10%, but it is slightly greater.

Proposed Salary Range Placements

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

1. Multiplied the District's current top monthly salary by the percentage difference between District's total compensation and the total compensation market median to calculate the Market Placement Salary.
2. The classification was then placed within the proposed salary range with a maximum salary closest to the Market Placement Salary.

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

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



Options for Implementation

While the District may be interested in bringing all salaries to the market median, in some cases this goal may not be reached with a single adjustment. In this case, one option is to use a phased implementation approach. Normally, if the compensation implementation program must be carried over months or years, the classes that are farthest from the market median should receive the greatest equity increase (separate from any cost of living increase). If a class falls within 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% below the market median, a higher percentage change may be initially warranted to reduce the disparity.

If employees' current salaries are significantly below market so that their current compensation falls below the bottom of the newly recommended range, then larger adjustments would be needed to move those employees at least to the bottom of the new salary range.

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. However, the District may want to consider adjusting those classifications' salaries that are currently below the market median as soon as possible, assuming that incumbents' performance meets the District's level of expectation.

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

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

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



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

USING THE MARKET DATA AS A TOOL

K&A would like to reiterate that this report and the findings are meant to be a tool for the District 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 presented herein represents a market survey that will give the District an instrument to make future compensation decisions.

It has been a pleasure working with 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.

Respectfully submitted by,
Koff & Associates

A handwritten signature in cursive script that reads "Alyssa Thompson".

Alyssa Thompson
Senior Project Manager



Appendix I

Results Summary

Appendix I
Mid-Peninsula Water District
Results Summary
July 2018

Classification	# of Matches	Entry Monthly Salary Data					Top Monthly Salary Data					Total Monthly Compensation Data							
		Entry Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	Top Monthly Salary	Average of Comparators	% above or below	Median of Comparators	% above or below	Total Monthly Comp	Average of Comparators	% above or below	Median of Comparators	% above or below			
Accountant	10	Proposed	\$ 6,968	N/A	\$ 6,877	N/A	Proposed	\$ 8,490	N/A	\$ 8,360	N/A	Proposed	\$ 12,340	N/A	\$ 11,986	N/A			
Administrative Assistant	9	\$ 3,848	\$ 5,097	-32.5%	\$ 5,152	-33.9%	\$ 5,414	\$ 6,301	-16.4%	\$ 6,373	-17.7%	\$ 8,859	\$ 9,752	-10.1%	\$ 9,550	-7.8%			
Administrative Services Manager	6	\$ 9,080	\$ 9,638	-6.1%	\$ 9,713	-7.0%	\$ 11,460	\$ 11,900	-3.8%	\$ 11,983	-4.6%	\$ 16,397	\$ 17,238	-5.1%	\$ 17,271	-5.3%			
Administrative Specialist	6	\$ 4,526	\$ 6,222	-37.5%	\$ 6,076	-34.3%	\$ 6,369	\$ 7,577	-19.0%	\$ 7,385	-16.0%	\$ 10,020	\$ 11,312	-12.9%	\$ 10,822	-8.0%			
General Manager	10	N/A	\$ 13,985	N/A	\$ 13,722	N/A	\$ 15,451	\$ 17,552	-13.6%	\$ 17,574	-13.7%	\$ 21,870	\$ 24,346	-11.3%	\$ 23,507	-7.5%			
Lead Operator	7	\$ 5,350	\$ 6,619	-23.7%	\$ 6,241	-16.7%	\$ 7,528	\$ 8,061	-7.1%	\$ 7,586	-0.8%	\$ 11,462	\$ 11,583	-1.1%	\$ 11,024	3.8%			
Maintenance Technician	9	\$ 3,859	\$ 4,966	-28.7%	\$ 4,875	-26.3%	\$ 5,432	\$ 5,975	-10.0%	\$ 5,941	-9.4%	\$ 8,915	\$ 9,234	-3.6%	\$ 9,447	-6.0%			
Operations Manager	9	\$ 9,080	\$ 10,078	-11.0%	\$ 10,242	-12.8%	\$ 11,460	\$ 12,244	-6.8%	\$ 11,985	-4.6%	\$ 16,847	\$ 17,204	-2.1%	\$ 16,940	-0.6%			
Operations Supervisor	9	\$ 5,858	\$ 8,162	-39.3%	\$ 8,121	-38.6%	\$ 8,243	\$ 9,862	-19.6%	\$ 9,510	-15.4%	\$ 12,326	\$ 14,039	-13.9%	\$ 14,274	-15.8%			
Water System Operator	10	\$ 4,650	\$ 5,522	-18.8%	\$ 5,658	-21.7%	\$ 6,544	\$ 6,885	-5.2%	\$ 6,837	-4.5%	\$ 10,266	\$ 10,386	-1.2%	\$ 10,218	0.5%			
		AVERAGE:		-24.7%	AVERAGE:		-23.9%	AVERAGE:		-11.3%	AVERAGE:		-9.6%	AVERAGE:		-6.8%	AVERAGE:		-5.2%
		MEDIAN:		-26.2%	MEDIAN:		-24.0%	MEDIAN:		-10.0%	MEDIAN:		-9.4%	MEDIAN:		-5.1%	MEDIAN:		-6.0%



Appendix II

Market Compensation Findings

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Accountant									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Mid-Peninsula Water District	Accountant	Proposed	Proposed	N/A	N/A	N/A	N/A	N/A
2	City of Redwood City	Senior Accountant	\$ 9,264	\$ 11,114	\$ 2,918	\$ 14,032	10/2/2017	unknown	unknown
3	Alameda County Water District	Accountant II	\$ 7,852	\$ 9,545	\$ 5,042	\$ 14,586	6/18/2017	unknown	unknown
4	Menlo Park Municipal Water District	Accountant II	\$ 7,298	\$ 8,789	\$ 3,197	\$ 11,986	7/1/2018	7/1/2019	2.5%
5	Coastside County Water District	Office Manager	\$ 7,048	\$ 8,592	\$ 4,102	\$ 12,694	7/1/2018	7/1/2019	unknown
6	City of Foster City	Accountant II	\$ 6,877	\$ 8,360	\$ 4,090	\$ 12,450	7/1/2018	unknown	unknown
7	City of Burlingame	Accountant	\$ 6,447	\$ 7,832	\$ 3,450	\$ 11,282	6/25/2018	unknown	unknown
8	City of San Bruno	Accountant	\$ 6,371	\$ 7,817	\$ 3,846	\$ 11,663	1/1/2018	unknown	unknown
9	City of Millbrae	Accountant	\$ 6,330	\$ 7,694	\$ 3,558	\$ 11,252	7/1/2017	unknown	unknown
10	North Coast County Water District	Accountant	\$ 5,228	\$ 6,672	\$ 4,440	\$ 11,111	7/1/2018	unknown	unknown
11	Westborough Water District	N/C							

Summary Results		Entry Monthly	Top Monthly	Total Monthly
Average of Comparators		\$6,968	\$8,490	\$ 12,340
% Mid-Peninsula Water District Above/Below				
Median of Comparators		\$6,877	\$ 8,360	\$ 11,986
% Mid-Peninsula Water District Above/Below				
Number of Matches			9	9

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Accountant	Accountant II	Accountant	Accountant II	Accountant	Senior Accountant	Accountant	Office Manager	Accountant II	Accountant	N/C
	Top Monthly Salary	Proposed	\$ 9,545	\$ 7,832	\$ 8,360	\$ 7,694	\$ 11,114	\$ 7,817	\$ 8,592	\$ 8,789	\$ 6,672	
Retirement	Classic		2.5%@55	2.5%@55	2.7%@55	2.7%@55	2%@60	2.7%@55	2%@60	2%@60	2%@55	
	Enhanced Formula Cost		\$ 468	\$ 384	\$ 535	\$ 492	\$ 167	\$ 500	\$ 129	\$ 132	\$ 180	
	ER Paid Member Contrib		\$ 239									
	Calc Classic EPMC as Spec Comp		\$ 6									
	Single Highest Year		\$ 57	\$ 47		\$ 46		\$ 47	\$ 43		\$33	
	Social Security								\$ 533		\$414	
	Deferred Compensation		\$ 42	\$ 98	\$ 334		\$ 222	\$ 39				
	EE Cost Sharing			\$ -117		\$ -423	\$ -778			\$ -312		
Insurance	Cafeteria		\$ 2,762		\$ 2,001	\$ 2,014		\$ 2,027		\$ 2,184		
	Health			\$ 2,138			\$ 1,838		\$ 2,187		\$ 2,769	
	Dental						\$ 100		\$ 164	\$ 2	\$ 147	
	Vision				\$ 17		\$ 11		\$ 21	\$ 35	\$ 19	
	Life		\$ 28	\$ 10	\$ 16	\$ 55	\$ 1	\$ 11	\$ 46	\$ 31	\$ 24	
	LTD		\$ 45	\$ 18	\$ 62	\$ 71	\$ 32	\$ 34	\$ 29	\$ 35	\$ 76	
	STD/SDI		\$ 37								\$ 33	
	Other Ins.											
Leaves	Vacation		\$ 624	\$452	\$514	\$ 710	\$641	\$ 451	\$496	\$575	\$385	
	Holidays		\$ 404	\$422	\$386	\$ 444	\$598	\$ 436	\$430	\$516	\$359	
	Admin Leave		\$ 330		\$225	\$ 148	\$85	\$ 301				
Allow	Auto											
	Uniform								\$ 25			
Benefit Package Total		\$ 0	\$ 5,042	\$ 3,450	\$ 4,090	\$ 3,558	\$ 2,918	\$ 3,846	\$ 4,102	\$ 3,197	\$ 4,440	\$ 0

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Accountant									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Mid-Peninsula Water District	Accountant	Proposed	Proposed	N/A	N/A	N/A	N/A	N/A
2	Alameda County Water District	Accountant II	\$ 7,852	\$ 9,545	\$ 5,042	\$ 14,586	6/18/2017	unknown	unknown
3	City of Redwood City	Senior Accountant	\$ 9,264	\$ 11,114	\$ 2,918	\$ 14,032	10/2/2017	unknown	unknown
4	Coastside County Water District	Office Manager	\$ 7,048	\$ 8,592	\$ 4,102	\$ 12,694	7/1/2018	7/1/2019	unknown
5	City of Foster City	Accountant II	\$ 6,877	\$ 8,360	\$ 4,090	\$ 12,450	7/1/2018	unknown	unknown
6	Menlo Park Municipal Water District	Accountant II	\$ 7,298	\$ 8,789	\$ 3,197	\$ 11,986	7/1/2018	7/1/2019	2.5%
7	City of San Bruno	Accountant	\$ 6,371	\$ 7,817	\$ 3,846	\$ 11,663	1/1/2018	unknown	unknown
8	City of Burlingame	Accountant	\$ 6,447	\$ 7,832	\$ 3,450	\$ 11,282	6/25/2018	unknown	unknown
9	City of Millbrae	Accountant	\$ 6,330	\$ 7,694	\$ 3,558	\$ 11,252	7/1/2017	unknown	unknown
10	North Coast County Water District	Accountant	\$ 5,228	\$ 6,672	\$ 4,440	\$ 11,111	7/1/2018	unknown	unknown
11	Westborough Water District	N/C							

Summary Results			Entry Monthly	Top Monthly	Total Monthly
Average of Comparators			\$6,968	\$8,490	\$ 12,340
% Mid-Peninsula Water District Above/Below					
Median of Comparators			\$6,877	\$ 8,360	\$ 11,986
% Mid-Peninsula Water District Above/Below					
Number of Matches				9	9

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Administrative Assistant									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Westborough Water District	Operations Assistant	N/A	\$ 6,827	\$ 4,256	\$ 11,083	7/1/2018	7/1/2019	Up to 5%
2	City of Burlingame	Accounting Assistant III	\$ 5,585	\$ 6,779	\$ 3,290	\$ 10,069	6/25/2018	unknown	unknown
3	Alameda County Water District	Customer Account Representative II	\$ 5,419	\$ 6,587	\$ 4,005	\$ 10,592	6/18/2017	unknown	unknown
4	Coastside County Water District	Customer Service Specialist II	\$ 5,380	\$ 6,554	\$ 3,709	\$ 10,262	7/1/2018	7/1/2019	unknown
5	City of Foster City	Accounting Specialist	\$ 5,243	\$ 6,373	\$ 3,177	\$ 9,550	7/1/2018	unknown	unknown
6	City of Millbrae	Accounting Technician	\$ 5,060	\$ 6,151	\$ 2,707	\$ 8,858	7/1/2017	unknown	unknown
7	City of Redwood City	Account Clerk II	\$ 5,022	\$ 6,107	\$ 2,582	\$ 8,689	2/5/2018	unknown	unknown
8	City of San Bruno	Accounting & Customer Service Representative II	\$ 4,854	\$ 5,956	\$ 3,179	\$ 9,135	1/1/2018	unknown	unknown
9	Mid-Peninsula Water District	Administrative Assistant	\$ 3,848	\$ 5,414	\$ 3,445	\$ 8,859	8/1/2017	unknown	unknown
10	North Coast County Water District	Customer Service Representative II	\$ 4,215	\$ 5,379	\$ 4,153	\$ 9,531	7/1/2018	unknown	unknown
11	Menlo Park Municipal Water District	N/C							

Summary Results		Entry Monthly	Top Monthly	Total Monthly
Average of Comparators		\$5,097	\$6,301	\$ 9,752
% Mid-Peninsula Water District Above/Below		-32.5%	-16.4%	-10.1%
Median of Comparators		\$5,152	\$ 6,373	\$ 9,550
% Mid-Peninsula Water District Above/Below		-33.9%	-17.7%	-7.8%
Number of Matches			9	9

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Administrative Assistant	Customer Account Representative	Accounting Assistant III	Accounting Specialist	Accounting Technician	Account Clerk II	Accounting & Customer Service	Customer Service Specialist II	N/C	Customer Service Representative	Operations Assistant
	Top Monthly Salary	\$ 5,414	\$ 6,587	\$ 6,779	\$ 6,373	\$ 6,151	\$ 6,107	\$ 5,956	\$ 6,554		\$ 5,379	\$ 6,827
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55	2.7%@55	2%@60	2.7%@55	2%@60		2%@55	2%@55
	Enhanced Formula Cost	\$ 146	\$ 323	\$ 332	\$ 408	\$ 394	\$ 92	\$ 381	\$ 98		\$ 145	\$ 184
	ER Paid Member Contrib											\$ 68
	Calc Classic EPMC as Spec Comp											
	Single Highest Year		\$ 40	\$ 41		\$ 37		\$ 36	\$ 33		\$27	
	Social Security	\$ 336						\$ 406			\$333	\$ 423
	Deferred Compensation			\$ 98				\$ 25				
	EE Cost Sharing			\$ -102		\$ -338	\$ -305					
Insurance	Cafeteria		\$ 2,762		\$ 1,909	\$ 1,935		\$ 2,027				
	Health	\$ 2,073		\$ 2,138			\$ 1,932		\$ 2,187		\$ 2,769	\$ 2,601
	Dental	\$ 164					\$ 105		\$ 164		\$ 147	\$ 164
	Vision	\$ 21			\$ 17		\$ 11		\$ 21		\$ 19	\$ 19
	Life	\$ 20	\$ 13	\$ 10	\$ 12	\$ 18	\$ 1	\$ 9	\$ 46		\$ 24	\$ 35
	LTD	\$ 30	\$ 31	\$ 18	\$ 47		\$ 18	\$ 26	\$ 22		\$ 61	
	STD/SDI	\$ 10	\$ 26								\$ 26	
	Other Ins.											
Leaves	Vacation	\$ 312	\$ 431	\$391	\$392	\$ 355	\$352	\$ 344	\$378		\$310	\$394
	Holidays	\$ 271	\$ 380	\$365	\$294	\$ 308	\$329	\$ 332	\$328		\$290	\$368
	Admin Leave	\$ 62			\$98		\$47					
Allow	Auto											
	Uniform							\$ 25				
Benefit Package Total		\$ 3,445	\$ 4,005	\$ 3,290	\$ 3,177	\$ 2,707	\$ 2,582	\$ 3,179	\$ 3,709	\$ 0	\$ 4,153	\$ 4,256

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Administrative Assistant									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Westborough Water District	Operations Assistant	N/A	\$ 6,827	\$ 4,256	\$ 11,083	7/1/2018	7/1/2019	Up to 5%
2	Alameda County Water District	Customer Account Representative II	\$ 5,419	\$ 6,587	\$ 4,005	\$ 10,592	6/18/2017	unknown	unknown
3	Coastside County Water District	Customer Service Specialist II	\$ 5,380	\$ 6,554	\$ 3,709	\$ 10,262	7/1/2018	7/1/2019	unknown
4	City of Burlingame	Accounting Assistant III	\$ 5,585	\$ 6,779	\$ 3,290	\$ 10,069	6/25/2018	unknown	unknown
5	City of Foster City	Accounting Specialist	\$ 5,243	\$ 6,373	\$ 3,177	\$ 9,550	7/1/2018	unknown	unknown
6	North Coast County Water District	Customer Service Representative II	\$ 4,215	\$ 5,379	\$ 4,153	\$ 9,531	7/1/2018	unknown	unknown
7	City of San Bruno	Accounting & Customer Service Representative II	\$ 4,854	\$ 5,956	\$ 3,179	\$ 9,135	1/1/2018	unknown	unknown
8	Mid-Peninsula Water District	Administrative Assistant	\$ 3,848	\$ 5,414	\$ 3,445	\$ 8,859	8/1/2017	unknown	unknown
9	City of Millbrae	Accounting Technician	\$ 5,060	\$ 6,151	\$ 2,707	\$ 8,858	7/1/2017	unknown	unknown
10	City of Redwood City	Account Clerk II	\$ 5,022	\$ 6,107	\$ 2,582	\$ 8,689	2/5/2018	unknown	unknown
11	Menlo Park Municipal Water District	N/C							

Summary Results		Entry Monthly	Top Monthly	Total Monthly
Average of Comparators		\$5,097	\$6,301	\$ 9,752
% Mid-Peninsula Water District Above/Below		-32.5%	-16.4%	-10.1%
Median of Comparators		\$5,152	\$ 6,373	\$ 9,550
% Mid-Peninsula Water District Above/Below		-33.9%	-17.7%	-7.8%
Number of Matches			9	9

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Administrative Services Manager									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	[Human Resources/Risk Manager / Customer Services and Systems Manager / Human Resources Analyst III]	\$ 10,785	\$ 13,110	\$ 5,967	\$ 19,077	6/18/2017	unknown	unknown
2	City of Burlingame ³	[Human Resources Director / Human Resources Analyst II / City Clerk]	\$ 10,160	\$ 12,366	\$ 4,842	\$ 17,208	12/25/2017	unknown	unknown
3	City of Foster City ⁴	[Human Resources Director / Human Resources Analyst / Deputy City Clerk]	\$ 9,981	\$ 12,132	\$ 5,202	\$ 17,334	7/1/2018	unknown	unknown
4	City of Redwood City ²	[Human Resources Manager / Human Resources Analyst II / Assistant City Clerk]	\$ 9,446	\$ 11,834	\$ 4,100	\$ 15,933	7/10/2017	unknown	unknown
5	Menlo Park Municipal Water District ⁶	[Human Resources Manager / Management Analyst II]	\$ 9,139	\$ 11,749	\$ 7,517	\$ 19,266	7/1/2018	7/1/2019	2.5%
6	Mid-Peninsula Water District	Administrative Services Manager	\$ 9,080	\$ 11,460	\$ 4,937	\$ 16,397	8/1/2017	unknown	unknown
7	City of San Bruno ⁵	[Human Resources Manager / Management Analyst	\$ 8,318	\$ 10,208	\$ 4,402	\$ 14,610	1/1/2018	unknown	unknown
8	City of Millbrae	N/C							
9	Coastside County Water District	N/C							
10	North Coast County Water District	N/C							
11	Westborough Water District	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$9,638	\$11,900	\$ 17,238
% Mid-Peninsula Water District Above/Below	-6.1%	-3.8%	-5.1%
Median of Comparators	\$9,713	\$ 11,983	\$ 17,271
% Mid-Peninsula Water District Above/Below	-7.0%	-4.6%	-5.3%
Number of Matches		6	6

N/C - Non Comparator

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

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

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

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

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

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

**Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018**

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Administrative Services Manager	[HR/Risk Mgr / Customer Services and Systems Mgr / HR Analyst III]	[Human Resources Director / Human Resources Analyst II / City Clerk]	[HR Director / HR Analyst / Deputy City Clerk]	N/C	[HR Manager / HR Analyst II / Assistant City Clerk]	[Human Resources Manager / Management Analyst II]	N/C	[Human Resources Manager / Management Analyst II]	N/C	N/C
	Top Monthly Salary	\$ 11,460	\$ 13,110	\$ 12,366	\$ 12,132		\$ 11,834	\$ 10,208		\$ 11,749		
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55		2%@60	2.7%@55		2%@60		
	Enhanced Formula Cost	\$ 309	\$ 642	\$ 606	\$ 776		\$ 178	\$ 653		\$ 176		
	ER Paid Member Contrib		\$ 328									
	Calc Classic EPMC as Spec Comp		\$ 8									
	Single Highest Year		\$ 79	\$ 74				\$ 61				
	Social Security	\$ 663										
	Deferred Compensation		\$ 42	\$ 98	\$ 485		\$ 237	\$ 51		\$470		
	EE Cost Sharing			\$ -186			\$ -828			\$ -344		
Insurance	Cafeteria		\$ 2,762		\$ 2,001			\$ 2,027		\$ 3,567		
	Health	\$ 2,073		\$ 2,138			\$ 1,838					
	Dental	\$ 164					\$ 100			\$ 2		
	Vision	\$ 21			\$ 17		\$ 11			\$ 35		
	Life	\$ 20	\$ 38	\$ 19	\$ 23		\$ 1	\$ 15		\$ 41		
	LTD	\$ 41	\$ 62	\$ 37	\$ 67		\$ 34	\$ 44		\$ 47		
	STD/SDI	\$ 14	\$ 40									
	Other Ins.									\$208		
Leaves	Vacation ^{1,2}	\$ 661	\$ 857	\$ 713	\$747		\$683	\$ 589		\$1,909		
	Holidays	\$ 573	\$ 555	\$ 666	\$560		\$637	\$ 569		\$497		
	Admin Leave	\$ 397	\$ 555	\$ 476	\$327		\$910	\$ 393		\$452		
Allow	Auto			\$ 200	\$ 200		\$ 300			\$ 455		
	Uniform											
Benefit Package Total		\$ 4,937	\$ 5,967	\$ 4,842	\$ 5,202	\$ 0	\$ 4,100	\$ 4,402	\$ 0	\$ 7,517	\$ 0	\$ 0

N/C - Non Comparator

1 - City of Belmont: PTO-includes vacation and sick leaves.

2 - Menlo Park WD: General Leave-includes vacation and sick leaves.

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Administrative Services Manager									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Menlo Park Municipal Water District ⁶	[Human Resources Manager / Management Analyst II]	\$ 9,139	\$ 11,749	\$ 7,517	\$ 19,266	7/1/2018	7/1/2019	2.5%
2	Alameda County Water District ¹	[Human Resources/Risk Manager / Customer Services and Systems Manager / Human Resources Analyst III]	\$ 10,785	\$ 13,110	\$ 5,967	\$ 19,077	6/18/2017	unknown	unknown
3	City of Foster City ⁴	[Human Resources Director / Human Resources Analyst / Deputy City Clerk]	\$ 9,981	\$ 12,132	\$ 5,202	\$ 17,334	7/1/2018	unknown	unknown
4	City of Burlingame ³	[Human Resources Director / Human Resources Analyst II / City Clerk]	\$ 10,160	\$ 12,366	\$ 4,842	\$ 17,208	12/25/2017	unknown	unknown
5	Mid-Peninsula Water District	Administrative Services Manager	\$ 9,080	\$ 11,460	\$ 4,937	\$ 16,397	8/1/2017	unknown	unknown
6	City of Redwood City ²	[Human Resources Manager / Human Resources Analyst II / Assistant City Clerk]	\$ 9,446	\$ 11,834	\$ 4,100	\$ 15,933	7/10/2017	unknown	unknown
7	City of San Bruno ⁵	[Human Resources Manager / Management Analyst II]	\$ 8,318	\$ 10,208	\$ 4,402	\$ 14,610	1/1/2018	unknown	unknown
8	City of Millbrae	N/C							
9	Coastside County Water District	N/C							
10	North Coast County Water District	N/C							
11	Westborough Water District	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$9,638	\$11,900	\$ 17,238
% Mid-Peninsula Water District Above/Below	-6.1%	-3.8%	-5.1%
Median of Comparators	\$9,713	\$ 11,983	\$ 17,271
% Mid-Peninsula Water District Above/Below	-7.0%	-4.6%	-5.3%
Number of Matches		6	6

N/C - Non Comparator

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

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

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

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

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

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

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Administrative Specialist									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	[Customer Account Representative III / Water Conservation Specialist II]	\$ 7,852	\$ 9,545	\$ 5,042	\$ 14,586	6/18/2017	unknown	unknown
2	Coastside County Water District ³	[Utility Billing Specialist / Water Efficiency Specialist]	\$ 6,238	\$ 7,600	\$ 3,911	\$ 11,511	7/1/2018	7/1/2019	unknown
3	City of Burlingame	Accounting Technician	\$ 6,160	\$ 7,486	\$ 3,397	\$ 10,883	6/25/2018	unknown	unknown
4	City of Millbrae ²	[Senior Accounting Technician / Environmental Program Coordinator]	\$ 5,993	\$ 7,285	\$ 3,476	\$ 10,761	7/1/2017	unknown	unknown
5	City of San Bruno	Accounting & Customer Service Representative III	\$ 5,583	\$ 6,852	\$ 3,349	\$ 10,201	1/1/2018	unknown	unknown
6	City of Foster City	Senior Accounting Specialist	\$ 5,506	\$ 6,692	\$ 3,239	\$ 9,931	7/1/2018	unknown	unknown
7	Mid-Peninsula Water District	Administrative Specialist	\$ 4,526	\$ 6,369	\$ 3,651	\$ 10,020	8/1/2017	unknown	unknown
8	Westborough Water District	N/C							
9	City of Redwood City	N/C							
10	North Coast County Water District	N/C							
11	Menlo Park Municipal Water District	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$6,222	\$7,577	\$ 11,312
% Mid-Peninsula Water District Above/Below	-37.5%	-19.0%	-12.9%
Median of Comparators	\$6,076	\$ 7,385	\$ 10,822
% Mid-Peninsula Water District Above/Below	-34.3%	-16.0%	-8.0%
Number of Matches		6	6

N/C - Non Comparator

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

2 - City of Millbrae: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

3 - Coastside County Water District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

**Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018**

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Administrative Specialist	[Customer Account Representative	Accounting Technician	Senior Accounting Specialist	[Senior Accounting Technician /	N/C	Accounting & Customer Service	[Utility Billing Specialist / Water Efficiency	N/C	N/C	N/C
	Top Monthly Salary	\$ 6,369	\$ 9,545	\$ 7,486	\$ 6,692	\$ 7,285		\$ 6,852	\$ 7,600			
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55	2.7%@55		2.7%@55	2%@60			
	Enhanced Formula Cost	\$ 172	\$ 468	\$ 367	\$ 428	\$ 466		\$ 439	\$ 114			
	ER Paid Member Contrib		\$ 239									
	Calc Classic EPMC as Spec Comp		\$ 6									
	Single Highest Year		\$ 57	\$ 45		\$ 44		\$ 41	\$ 38			
	Social Security	\$ 395							\$ 471			
	Deferred Compensation		\$ 42	\$ 98				\$ 25				
	EE Cost Sharing			\$ -112		\$ -401						
Insurance	Cafeteria		\$ 2,762		\$ 1,909	\$ 2,014		\$ 2,027				
	Health	\$ 2,073		\$ 2,138					\$ 2,187			
	Dental	\$ 164							\$ 164			
	Vision	\$ 21			\$ 17				\$ 21			
	Life	\$ 20	\$ 28	\$ 10	\$ 12	\$ 52		\$ 10	\$ 46			
	LTD	\$ 35	\$ 45	\$ 18	\$ 50	\$ 67		\$ 29	\$ 26			
	STD/SDI	\$ 12	\$ 37									
	Other Ins.											
Leaves	Vacation	\$ 367	\$ 624	\$432	\$412	\$ 672		\$ 395	\$438			
	Holidays	\$ 318	\$ 404	\$403	\$309	\$ 420		\$ 382	\$380			
	Admin Leave	\$ 73	\$ 330		\$103	\$ 140						
Allow	Auto											
	Uniform								\$ 25			
Benefit Package Total		\$ 3,651	\$ 5,042	\$ 3,397	\$ 3,239	\$ 3,476	\$ 0	\$ 3,349	\$ 3,911	\$ 0	\$ 0	\$ 0

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Administrative Specialist									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	[Customer Account Representative III / Water Conservation Specialist II]	\$ 7,852	\$ 9,545	\$ 5,042	\$ 14,586	6/18/2017	unknown	unknown
2	Coastside County Water District ³	[Utility Billing Specialist / Water Efficiency Specialist]	\$ 6,238	\$ 7,600	\$ 3,911	\$ 11,511	7/1/2018	7/1/2019	unknown
3	City of Burlingame	Accounting Technician	\$ 6,160	\$ 7,486	\$ 3,397	\$ 10,883	6/25/2018	unknown	unknown
4	City of Millbrae ²	[Senior Accounting Technician / Environmental Program Coordinator]	\$ 5,993	\$ 7,285	\$ 3,476	\$ 10,761	7/1/2017	unknown	unknown
5	City of San Bruno	Accounting & Customer Service Representative III	\$ 5,583	\$ 6,852	\$ 3,349	\$ 10,201	1/1/2018	unknown	unknown
6	Mid-Peninsula Water District	Administrative Specialist	\$ 4,526	\$ 6,369	\$ 3,651	\$ 10,020	8/1/2017	unknown	unknown
7	City of Foster City	Senior Accounting Specialist	\$ 5,506	\$ 6,692	\$ 3,239	\$ 9,931	7/1/2018	unknown	unknown
8	City of Redwood City	N/C							
9	Menlo Park Municipal Water District	N/C							
10	North Coast County Water District	N/C							
11	Westborough Water District	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$6,222	\$7,577	\$ 11,312
% Mid-Peninsula Water District Above/Below	-37.5%	-19.0%	-12.9%
Median of Comparators	\$6,076	\$ 7,385	\$ 10,822
% Mid-Peninsula Water District Above/Below	-34.3%	-16.0%	-8.0%
Number of Matches		6	6

N/C - Non Comparator

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

2 - City of Millbrae: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

3 - Coastside County Water District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

General Manager									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Coastside County Water District	General Manager	N/A	\$ 19,510	\$ 7,212	\$ 26,722	7/1/2018	7/1/2019	unknown
2	Alameda County Water District	Manager of Operations & Maintenance	\$ 15,863	\$ 19,283	\$ 7,902	\$ 27,184	6/18/2017	unknown	unknown
3	Menlo Park Municipal Water District	Public Works Director	\$ 13,388	\$ 18,491	\$ 9,367	\$ 27,857	7/1/2018	7/1/2019	2.5%
4	City of Redwood City	Public Works Services Director	\$ 13,666	\$ 18,449	\$ 5,234	\$ 23,683	7/10/2017	unknown	unknown
5	Westborough Water District	General Manager	N/A	\$ 18,301	\$ 7,355	\$ 25,656	7/1/2018	7/1/2019	unknown
6	City of Burlingame ¹	Director of Public Works	\$ 13,859	\$ 16,848	\$ 5,853	\$ 22,701	12/25/2017	unknown	unknown
7	City of San Bruno	Public Services Director	\$ 13,722	\$ 16,839	\$ 6,491	\$ 23,330	1/1/2018	unknown	unknown
8	City of Millbrae	Public Works Director	\$ 13,811	\$ 16,787	\$ 5,599	\$ 22,386	7/1/2017	unknown	unknown
9	City of Foster City	Director of Public Works	\$ 13,585	\$ 16,513	\$ 6,256	\$ 22,769	7/1/2018	unknown	unknown
10	Mid-Peninsula Water District	General Manager	N/A	\$ 15,451	\$ 6,419	\$ 21,870	1/1/2018	1/1/2019	unknown
11	North Coast County Water District	General Manager	N/A	\$ 14,500	\$ 6,669	\$ 21,169	5/1/2018	unknown	unknown

Summary Results			Entry Monthly	Top Monthly	Total Monthly
Average of Comparators			\$13,985	\$17,552	\$ 24,346
% Mid-Peninsula Water District Above/Below				-13.6%	-11.3%
Median of Comparators			\$13,722	\$ 17,574	\$ 23,507
% Mid-Peninsula Water District Above/Below				-13.7%	-7.5%
Number of Matches				10	10

N/C - Non Comparator

1 - City of Burlingame: Director of Public Works requires PE registration.

**Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018**

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		General Manager	Manager of Operations & Maintenance	Director of Public Works	Director of Public Works	Public Works Director	Public Works Services Director	Public Services Director	General Manager	Public Works Director	General Manager	General Manager
	Top Monthly Salary	\$ 15,451	\$ 19,283	\$ 16,848	\$ 16,513	\$ 16,787	\$ 18,449	\$ 16,839	\$ 19,510	\$ 18,491	\$ 14,500	\$ 18,301
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55	2.7%@55	2%@60	2.7%@55	2%@60	2%@60	2%@55	2%@55
	Enhanced Formula Cost	\$ 417	\$ 945	\$ 826	\$ 1,057	\$ 1,074	\$ 277	\$ 1,078	\$ 293	\$ 277	\$ 392	\$ 494
	ER Paid Member Contrib		\$ 482									\$ 183
	Calc Classic EPMC as Spec Comp		\$ 12									
	Single Highest Year		\$ 116	\$ 101		\$ 101		\$ 101	\$ 98		\$ 73	
	Social Security	\$ 663							\$ 663		\$ 663	\$ 663
	Deferred Compensation		\$ 42	\$ 98	\$ 661		\$ 369	\$ 168		\$ 740		
	EE Cost Sharing			\$ -253		\$ -923	\$ -1,291			\$ -541		
Insurance	Cafeteria		\$ 2,762		\$ 2,001	\$ 2,014		\$ 2,027		\$ 3,567		
	Health	\$ 2,073		\$ 2,138			\$ 1,838		\$ 2,187		\$ 2,769	\$ 2,601
	Dental	\$ 164					\$ 100		\$ 164	\$ 2	\$ 147	\$ 164
	Vision	\$ 21			\$ 17		\$ 11		\$ 21	\$ 35	\$ 19	\$ 19
	Life	\$ 20	\$ 41	\$ 26	\$ 31	\$ 95	\$ 1	\$ 24	\$ 46	\$ 65	\$ 24	\$ 35
	LTD	\$ 41	\$ 91	\$ 40	\$ 67	\$ 74	\$ 54	\$ 72	\$ 38	\$ 60	\$ 165	
	STD/SDI	\$ 14	\$ 40								\$ 71	
	Other Ins.									\$ 208		
Leaves	Vacation ^{1,2}	\$ 1,189	\$ 1,261	\$ 972	\$ 1,016	\$ 1,550	\$ 1,064	\$ 971	\$ 1,126	\$ 3,005	\$ 837	\$ 1,056
	Holidays	\$ 773	\$ 816	\$ 907	\$ 762	\$ 968	\$ 993	\$ 939	\$ 976	\$ 782	\$ 781	\$ 985
	Admin Leave	\$ 594	\$ 816	\$ 648	\$ 445	\$ 646	\$ 1,419	\$ 810	\$ 1,126	\$ 711	\$ 279	\$ 704
Allow	Auto	\$ 450	\$ 480	\$ 350	\$ 200		\$ 400	\$ 300	\$ 450	\$ 455	\$ 450	\$ 450
	Uniform								\$ 25			
Benefit Package Total		\$ 6,419	\$ 7,902	\$ 5,853	\$ 6,256	\$ 5,599	\$ 5,234	\$ 6,491	\$ 7,212	\$ 9,367	\$ 6,669	\$ 7,355

N/C - Non Comparator

1 - City of Belmont: PTO-includes vacation and sick leaves.

2 - Menlo Park WD: General Leave-includes vacation and sick leaves.

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

General Manager									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Menlo Park Municipal Water District	Public Works Director	\$ 13,388	\$ 18,491	\$ 9,367	\$ 27,857	7/1/2018	7/1/2019	2.5%
2	Alameda County Water District	Manager of Operations & Maintenance	\$ 15,863	\$ 19,283	\$ 7,902	\$ 27,184	6/18/2017	unknown	unknown
3	Coastside County Water District	General Manager	N/A	\$ 19,510	\$ 7,212	\$ 26,722	7/1/2018	7/1/2019	unknown
4	Westborough Water District	General Manager	N/A	\$ 18,301	\$ 7,355	\$ 25,656	7/1/2018	7/1/2019	unknown
5	City of Redwood City	Public Works Services Director	\$ 13,666	\$ 18,449	\$ 5,234	\$ 23,683	7/10/2017	unknown	unknown
6	City of San Bruno	Public Services Director	\$ 13,722	\$ 16,839	\$ 6,491	\$ 23,330	1/1/2018	unknown	unknown
7	City of Foster City	Director of Public Works	\$ 13,585	\$ 16,513	\$ 6,256	\$ 22,769	7/1/2018	unknown	unknown
8	City of Burlingame ¹	Director of Public Works	\$ 13,859	\$ 16,848	\$ 5,853	\$ 22,701	12/25/2017	unknown	unknown
9	City of Millbrae	Public Works Director	\$ 13,811	\$ 16,787	\$ 5,599	\$ 22,386	7/1/2017	unknown	unknown
10	Mid-Peninsula Water District	General Manager	N/A	\$ 15,451	\$ 6,419	\$ 21,870	1/1/2018	1/1/2019	unknown
11	North Coast County Water District	General Manager	N/A	\$ 14,500	\$ 6,669	\$ 21,169	5/1/2018	unknown	unknown

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$13,985	\$17,552	\$ 24,346
% Mid-Peninsula Water District Above/Below		-13.6%	-11.3%
Median of Comparators	\$13,722	\$ 17,574	\$ 23,507
% Mid-Peninsula Water District Above/Below		-13.7%	-7.5%
Number of Matches		10	10

N/C - Non Comparator

1 - City of Burlingame: Director of Public Works requires PE registration.

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Lead Operator									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Coastside County Water District ⁶	Senior Treatment/Distribution Operator	\$ 7,984	\$ 9,729	\$ 4,322	\$ 14,051	7/1/2018	7/1/2019	unknown
2	Alameda County Water District ¹	[Utility Worker Leader / Treatment Facilities Operator]	\$ 7,696	\$ 9,355	\$ 4,519	\$ 13,874	6/18/2017	unknown	unknown
3	City of Redwood City ²	[Utilities Specialist / Water Quality Specialist]	\$ 7,284	\$ 8,856	\$ 2,821	\$ 11,677	2/5/2018	unknown	unknown
4	City of Foster City ⁴	Public Works Lead Maintenance Worker	\$ 6,241	\$ 7,586	\$ 3,438	\$ 11,024	7/1/2018	unknown	unknown
5	Mid-Peninsula Water District	Lead Operator	\$ 5,350	\$ 7,528	\$ 3,934	\$ 11,462	8/1/2017	unknown	unknown
6	City of Burlingame ³	[Water Maintenance Leadworker / Water Quality and Meter Lead Worker / Water Service and Operations Technician]	\$ 5,956	\$ 7,252	\$ 3,387	\$ 10,639	6/25/2018	unknown	unknown
7	City of San Bruno ⁵	[Lead Maintenance Worker / Water Quality Technician II]	\$ 5,694	\$ 6,988	\$ 3,375	\$ 10,363	1/1/2018	unknown	unknown
8	City of Millbrae	Public Works Lead Worker	\$ 5,477	\$ 6,658	\$ 2,797	\$ 9,455	7/1/2017	unknown	unknown
9	Westborough Water District	N/C							
10	North Coast County Water District	N/C							
11	Menlo Park Municipal Water District	N/C							

Summary Results		Entry Monthly	Top Monthly	Total Monthly
Average of Comparators		\$6,619	\$8,061	\$ 11,583
% Mid-Peninsula Water District Above/Below		-23.7%	-7.1%	-1.1%
Median of Comparators		\$6,241	\$ 7,586	\$ 11,024
% Mid-Peninsula Water District Above/Below		-16.7%	-0.8%	3.8%
Number of Matches			7	7

N/C - Non Comparator

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

2 - City of Redwood City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches. Utilities Specialist requires D3 Water Distribution Operator certificate only. Water Quality Specialist requires D3 Water Distribution Operator certificate within 18 months of appointment.

3 - City of Burlingame: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches. Water Quality and Meter Lead Worker requires D3 Water Distribution Operator and T1 Water Treatment Operator certificates within 12 months of appointment and a Backflow Prevention Assembly General Tester certificate within 24 months of appointment. Water Maintenance Leadworker requires D3 Water Distribution Operator certificate.

4 - City of Foster City: Public Works Lead Maintenance Worker requires Grade III CWEA and Grade III AWWA certificates.

5 - City of San Bruno: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches. Both classifications require a D3 Water Distribution Operator certificate.

6 - Coastside County Water District: Senior Treatment/Distribution Operator requires T3 Water Treatment Operator certificate within 24 months of appointment.

**Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018**

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Lead Operator	[Utility Worker Leader / Treatment Facilities Operator]	[Water Maint Leadworker / Water Quality and Meter Lead Worker / Water Service and Ops Tech]	Public Works Lead Maintenance Worker	Public Works Lead Worker	[Utilities Specialist / Water Quality Specialist]	[Lead Maintenance Worker / Water Quality Technician II]	Senior Treatment/Distribution Operator	N/C	N/C	N/C
	Top Monthly Salary	\$ 7,528	\$ 9,355	\$ 7,252	\$ 7,586	\$ 6,658	\$ 8,856	\$ 6,988	\$ 9,729			
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55	2.7%@55	2%@60	2.7%@55	2%@60			
	Enhanced Formula Cost	\$ 203	\$ 458	\$ 355	\$ 486	\$ 426	\$ 133	\$ 447	\$ 146			
	ER Paid Member Contrib											
	Calc Classic EPMC as Spec Comp											
	Single Highest Year		\$ 56	\$ 44		\$ 40		\$ 42	\$ 49			
	Social Security	\$ 467							\$ 603			
	Deferred Compensation			\$ 98				\$ 25				
	EE Cost Sharing			\$ -109		\$ -366	\$ -443					
Insurance	Cafeteria		\$ 2,762		\$ 1,909	\$ 1,935		\$ 2,027				
	Health	\$ 2,073		\$ 2,138			\$ 1,932		\$ 2,187			
	Dental	\$ 164					\$ 105		\$ 164			
	Vision	\$ 21			\$ 17		\$ 11		\$ 21			
	Life	\$ 20	\$ 19	\$ 10	\$ 12	\$ 19	\$ 1	\$ 10	\$ 46			
	LTD	\$ 41	\$ 44	\$ 18	\$ 57		\$ 26	\$ 30	\$ 33			
	STD/SDI	\$ 14	\$ 28									
	Other Ins.											
Leaves	Vacation	\$ 434	\$ 612	\$ 418	\$ 467	\$ 384	\$ 511	\$ 403	\$ 561			
	Holidays	\$ 376	\$ 540	\$ 391	\$ 350	\$ 333	\$ 477	\$ 390	\$ 486			
	Admin Leave	\$ 87			\$ 117		\$ 68					
Allow	Auto											
	Uniform	\$ 33		\$ 25	\$ 25	\$ 27			\$ 25			
Benefit Package Total		\$ 3,934	\$ 4,519	\$ 3,387	\$ 3,438	\$ 2,797	\$ 2,821	\$ 3,375	\$ 4,322	\$ 0	\$ 0	\$ 0

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Lead Operator									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Coastside County Water District ⁶	Senior Treatment/Distribution Operator	\$ 7,984	\$ 9,729	\$ 4,322	\$ 14,051	7/1/2018	7/1/2019	unknown
2	Alameda County Water District ¹	[Utility Worker Leader / Treatment Facilities Operator]	\$ 7,696	\$ 9,355	\$ 4,519	\$ 13,874	6/18/2017	unknown	unknown
3	City of Redwood City ²	[Utilities Specialist / Water Quality Specialist]	\$ 7,284	\$ 8,856	\$ 2,821	\$ 11,677	2/5/2018	unknown	unknown
4	Mid-Peninsula Water District	Lead Operator	\$ 5,350	\$ 7,528	\$ 3,934	\$ 11,462	8/1/2017	unknown	unknown
5	City of Foster City ⁴	Public Works Lead Maintenance Worker	\$ 6,241	\$ 7,586	\$ 3,438	\$ 11,024	7/1/2018	unknown	unknown
6	City of Burlingame ³	[Water Maintenance Leadworker / Water Quality and Meter Lead Worker / Water Service and Operations Technician]	\$ 5,956	\$ 7,252	\$ 3,387	\$ 10,639	6/25/2018	unknown	unknown
7	City of San Bruno ⁵	[Lead Maintenance Worker / Water Quality Technician II]	\$ 5,694	\$ 6,988	\$ 3,375	\$ 10,363	1/1/2018	unknown	unknown
8	City of Millbrae	Public Works Lead Worker	\$ 5,477	\$ 6,658	\$ 2,797	\$ 9,455	7/1/2017	unknown	unknown
9	Menlo Park Municipal Water District	N/C							
10	North Coast County Water District	N/C							
11	Westborough Water District	N/C							

Summary Results		Entry Monthly	Top Monthly	Total Monthly
Average of Comparators		\$6,619	\$8,061	\$ 11,583
% Mid-Peninsula Water District Above/Below		-23.7%	-7.1%	-1.1%
Median of Comparators		\$6,241	\$ 7,586	\$ 11,024
% Mid-Peninsula Water District Above/Below		-16.7%	-0.8%	3.8%
Number of Matches			7	7

N/C - Non Comparator

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

2 - City of Redwood City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches. Utilities Specialist requires D3 Water Distribution Operator certificate only. Water Quality Specialist requires D3 Water Distribution Operator certificate within 18 months of appointment.

3 - City of Burlingame: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches. Water Quality and Meter Lead Worker requires D3 Water Distribution Operator and T1 Water Treatment Operator certificates within 12 months of appointment and a Backflow Prevention Assembly General Tester certificate within 24 months of appointment. Water Maintenance Leadworker requires D3 Water Distribution Operator certificate.

4 - City of Foster City: Public Works Lead Maintenance Worker requires Grade III CWEA and Grade III AWWA certificates.

5 - City of San Bruno: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches. Both classifications require a D3 Water Distribution Operator certificate.

6 - Coastside County Water District: Senior Treatment/Distribution Operator requires T3 Water Treatment Operator certificate within 24 months of appointment.

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Maintenance Technician									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	[Meter Reader / Customer Service Field Representative / Utility Worker I]	\$ 6,362	\$ 7,733	\$ 4,219	\$ 11,952	6/18/2017	unknown	unknown
2	City of Redwood City ⁶	[Consumer Services Technician / Public Works Maintenance Worker I]	\$ 5,721	\$ 6,951	\$ 2,655	\$ 9,606	2/5/2018	unknown	unknown
3	Menlo Park Municipal Water District ⁵	[Water System Operator I / Maintenance Worker II]	\$ 5,280	\$ 6,354	\$ 2,927	\$ 9,281	7/1/2018	7/1/2019	2.5%
4	City of Burlingame ²	Water Meter Repairer	\$ 5,142	\$ 6,223	\$ 3,231	\$ 9,454	6/25/2018	unknown	unknown
5	Coastside County Water District ⁴	Maintenance Worker	\$ 4,875	\$ 5,941	\$ 3,590	\$ 9,531	7/1/2018	7/1/2019	unknown
6	Mid-Peninsula Water District	Maintenance Technician	\$ 3,859	\$ 5,432	\$ 3,483	\$ 8,915	8/1/2017	unknown	unknown
7	North Coast County Water District	Utility Maintenance Worker I	\$ 4,161	\$ 5,310	\$ 4,137	\$ 9,447	7/1/2018	unknown	unknown
8	City of San Bruno	Public Works Maintenance Worker I	\$ 4,305	\$ 5,283	\$ 3,052	\$ 8,335	1/1/2018	unknown	unknown
9	City of Millbrae	Public Works Maintenance Worker	\$ 4,190	\$ 5,094	\$ 2,601	\$ 7,695	7/1/2017	unknown	unknown
10	City of Foster City ³	Public Works Maintenance Worker	\$ 4,657	\$ 4,890	\$ 2,914	\$ 7,804	7/1/2018	unknown	unknown
11	Westborough Water District	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$4,966	\$5,975	\$ 9,234
% Mid-Peninsula Water District Above/Below	-28.7%	-10.0%	-3.6%
Median of Comparators	\$4,875	\$ 5,941	\$ 9,447
% Mid-Peninsula Water District Above/Below	-26.3%	-9.4%	-6.0%
Number of Matches		9	9

N/C - Non Comparator

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

2 - City of Burlingame: Certifications are not required.

3 - City of Foster City: Certifications are not required.

4 - Coastside County Water District: Maintenance Worker requires D2 Water Distribution Operator and T2 Water Treatment Operator certificates within 24 months of employment.

5 - Menlo Park Municipal Water District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

6 - City of Redwood City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

**Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018**

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Maintenance Technician	[Meter Reader / Customer Service Field Representative / Utility Worker I]	Water Meter Repairer	Public Works Maintenance Worker	Public Works Maintenance Worker	[Consumer Services Technician / Public Works Maintenance Worker I]	Public Works Maintenance Worker I	Maintenance Worker	[Water System Operator I / Maintenance Worker II]	Utility Maintenance Worker I	N/C
	Top Monthly Salary	\$ 5,432	\$ 7,733	\$ 6,223	\$ 4,890	\$ 5,094	\$ 6,951	\$ 5,283	\$ 5,941	\$ 6,354	\$ 5,310	
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55	2.7%@55	2%@60	2.7%@55	2%@60	2%@60	2%@55	
	Enhanced Formula Cost	\$ 147	\$ 379	\$ 305	\$ 313	\$ 326	\$ 104	\$ 338	\$ 89	\$ 95	\$ 143	
	ER Paid Member Contrib											
	Calc Classic EPMC as Spec Comp											
	Single Highest Year		\$ 46	\$ 37		\$ 31		\$ 32	\$ 30		\$27	
	Social Security	\$ 337							\$ 368		\$329	
	Deferred Compensation			\$ 98				\$ 25				
	EE Cost Sharing			\$ -93		\$ -280	\$ -348			\$ -226		
Insurance	Cafeteria		\$ 2,762		\$ 1,909	\$ 1,935		\$ 2,027		\$ 2,184		
	Health	\$ 2,073		\$ 2,138			\$ 1,932		\$ 2,187		\$ 2,769	
	Dental	\$ 164					\$ 105		\$ 164	\$ 2	\$ 147	
	Vision	\$ 21			\$ 17		\$ 11		\$ 21	\$ 35	\$ 19	
	Life	\$ 20	\$ 16	\$ 10	\$ 12	\$ 15	\$ 1	\$ 8	\$ 46	\$ 22	\$ 24	
	LTD	\$ 30	\$ 36	\$ 18	\$ 36		\$ 20	\$ 23	\$ 20	\$ 25	\$ 61	
	STD/SDI	\$ 10	\$ 28								\$ 26	
	Other Ins.											
Leaves	Vacation	\$ 313	\$ 506	\$359	\$301	\$ 294	\$401	\$ 305	\$343	\$415	\$306	
	Holidays	\$ 272	\$ 446	\$335	\$226	\$ 255	\$374	\$ 295	\$297	\$373	\$286	
	Admin Leave	\$ 63			\$75		\$53					
Allow	Auto											
	Uniform	\$ 33		\$ 25	\$ 25	\$ 27			\$ 25			
Benefit Package Total		\$ 3,483	\$ 4,219	\$ 3,231	\$ 2,914	\$ 2,601	\$ 2,655	\$ 3,052	\$ 3,590	\$ 2,927	\$ 4,137	\$ 0

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Maintenance Technician									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	[Meter Reader / Customer Service Field Representative / Utility Worker I]	\$ 6,362	\$ 7,733	\$ 4,219	\$ 11,952	6/18/2017	unknown	unknown
2	City of Redwood City ⁶	[Consumer Services Technician / Public Works Maintenance Worker I]	\$ 5,721	\$ 6,951	\$ 2,655	\$ 9,606	2/5/2018	unknown	unknown
3	Coastside County Water District ⁴	Maintenance Worker	\$ 4,875	\$ 5,941	\$ 3,590	\$ 9,531	7/1/2018	7/1/2019	unknown
4	City of Burlingame ²	Water Meter Repairer	\$ 5,142	\$ 6,223	\$ 3,231	\$ 9,454	6/25/2018	unknown	unknown
5	North Coast County Water District	Utility Maintenance Worker I	\$ 4,161	\$ 5,310	\$ 4,137	\$ 9,447	7/1/2018	unknown	unknown
6	Menlo Park Municipal Water District ⁵	[Water System Operator I / Maintenance Worker II]	\$ 5,280	\$ 6,354	\$ 2,927	\$ 9,281	7/1/2018	7/1/2019	2.5%
7	Mid-Peninsula Water District	Maintenance Technician	\$ 3,859	\$ 5,432	\$ 3,483	\$ 8,915	8/1/2017	unknown	unknown
8	City of San Bruno	Public Works Maintenance Worker I	\$ 4,305	\$ 5,283	\$ 3,052	\$ 8,335	1/1/2018	unknown	unknown
9	City of Foster City ³	Public Works Maintenance Worker	\$ 4,657	\$ 4,890	\$ 2,914	\$ 7,804	7/1/2018	unknown	unknown
10	City of Millbrae	Public Works Maintenance Worker	\$ 4,190	\$ 5,094	\$ 2,601	\$ 7,695	7/1/2017	unknown	unknown
11	Westborough Water District	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$4,966	\$5,975	\$ 9,234
% Mid-Peninsula Water District Above/Below	-28.7%	-10.0%	-3.6%
Median of Comparators	\$4,875	\$ 5,941	\$ 9,447
% Mid-Peninsula Water District Above/Below	-26.3%	-9.4%	-6.0%
Number of Matches		9	9

N/C - Non Comparator

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

2 - City of Burlingame: Certifications are not required.

3 - City of Foster City: Certifications are not required.

4 - Coastside County Water District: Maintenance Worker requires D2 Water Distribution Operator and T2 Water Treatment Operator certificates within 24 months of employment.

5 - Menlo Park Municipal Water District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

6 - City of Redwood City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the higher of the matches.

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Operations Manager									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	Distribution Maintenance Manager	\$ 12,445	\$ 15,128	\$ 6,444	\$ 21,572	6/18/2017	unknown	unknown
2	City of Redwood City ⁵	Public Works Superintendent	\$ 11,345	\$ 13,617	\$ 3,136	\$ 16,753	10/2/2017	unknown	unknown
3	Coastside County Water District ⁴	Superintendent of Operations	\$ 11,007	\$ 13,412	\$ 6,081	\$ 19,493	7/1/2018	7/1/2019	unknown
4	City of Millbrae	Public Works Superintendent	\$ 10,623	\$ 12,913	\$ 4,559	\$ 17,472	7/1/2017	unknown	unknown
5	City of Foster City	Public Works Maintenance Manager	\$ 9,860	\$ 11,985	\$ 4,967	\$ 16,952	7/1/2018	unknown	unknown
6	Westborough Water District	Assistant General Manager	N/A	\$ 11,717	\$ 5,223	\$ 16,940	7/1/2018	7/1/2019	Up to 5%
7	Mid-Peninsula Water District	Operations Manager	\$ 9,080	\$ 11,460	\$ 5,387	\$ 16,847	8/1/2017	unknown	unknown
8	North Coast County Water District	Superintendent	\$ 8,543	\$ 10,903	\$ 5,575	\$ 16,478	7/1/2018	unknown	unknown
9	City of San Bruno ³	Maintenance Services Manager	\$ 8,362	\$ 10,261	\$ 4,415	\$ 14,676	1/1/2018	unknown	unknown
10	City of Burlingame ²	Water Division Manager	\$ 8,441	\$ 10,260	\$ 4,240	\$ 14,500	12/25/2017	12/24/2018	3.0%
11	Menlo Park Municipal Water District	N/C							

Summary Results		Entry Monthly	Top Monthly	Total Monthly
Average of Comparators		\$10,078	\$12,244	\$ 17,204
% Mid-Peninsula Water District Above/Below		-11.0%	-6.8%	-2.1%
Median of Comparators		\$10,242	\$ 11,985	\$ 16,940
% Mid-Peninsula Water District Above/Below		-12.8%	-4.6%	-0.6%
Number of Matches			9	9

N/C - Non Comparator

1 - Alameda County Water District: Distribution Maintenance Manager requires D3 Water Distribution Operator certificate within 18 months of employment.

2 - City of Burlingame: Water Division Manager requires D3 Water Distribution Operator certificate only.

3 - City of San Bruno: Certifications are not required.

4 - Coastside County Water District: Superintendent of Operations requires T3 Water Treatment Operator and D2 Water Distribution Operator certificates.

5 - City of Redwood City: Public Works Superintendent requires D4 Water Distribution Operator certificate within 18 months of employment.

Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Operations Manager	Distribution Maintenance Manager	Water Division Manager	Public Works Maintenance Manager	Public Works Supt	Public Works Supt	Maintenance Services Manager	Supt of Operations	N/C	Supt	Assistant General Manager
	Top Monthly Salary	\$ 11,460	\$ 15,128	\$ 10,260	\$ 11,985	\$ 12,913	\$ 13,617	\$ 10,261	\$ 13,412		\$ 10,903	\$ 11,717
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55	2.7%@55	2%@60	2.7%@55	2%@60		2%@55	2%@55
	Enhanced Formula Cost	\$ 309	\$ 741	\$ 503	\$ 767	\$ 826	\$ 204	\$ 657	\$ 201		\$ 294	\$ 316
	ER Paid Member Contrib		\$ 378									\$ 117
	Calc Classic EPMC as Spec Comp		\$ 9									
	Single Highest Year		\$ 91	\$ 62		\$ 77		\$ 62	\$ 67		\$55	
	Social Security	\$ 663						\$ 663			\$663	\$ 663
	Deferred Compensation		\$ 42	\$ 98	\$ 479		\$ 272	\$ 51				
	EE Cost Sharing			\$ -154		\$ -710	\$ -953					
Insurance	Cafeteria		\$ 2,762		\$ 2,001	\$ 2,014		\$ 2,027				
	Health	\$ 2,073		\$ 2,138			\$ 1,838		\$ 2,187		\$ 2,769	\$ 2,601
	Dental	\$ 164					\$ 100		\$ 164		\$ 147	\$ 164
	Vision	\$ 21			\$ 17		\$ 11		\$ 21		\$ 19	\$ 19
	Life	\$ 20	\$ 41	\$ 13	\$ 22	\$ 92	\$ 1	\$ 15	\$ 46		\$ 24	\$ 35
	LTD	\$ 41	\$ 71	\$ 18	\$ 67	\$ 74	\$ 39	\$ 44	\$ 38		\$ 124	
	STD/SDI	\$ 14	\$ 40								\$ 53	
	Other Ins.											
Leaves	Vacation	\$ 661	\$ 989	\$ 592	\$738	\$ 1,192	\$786	\$ 592	\$774		\$629	\$676
	Holidays	\$ 573	\$ 640	\$ 552	\$553	\$ 745	\$733	\$ 572	\$671		\$587	\$631
	Admin Leave	\$ 397	\$ 640	\$ 395	\$323	\$ 248	\$105	\$ 395	\$774		\$210	
Allow	Auto	\$ 450							\$ 450			
	Uniform			\$ 25					\$ 25			
Benefit Package Total		\$ 5,387	\$ 6,444	\$ 4,240	\$ 4,967	\$ 4,559	\$ 3,136	\$ 4,415	\$ 6,081	\$ 0	\$ 5,575	\$ 5,223

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Operations Manager									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	Distribution Maintenance Manager	\$ 12,445	\$ 15,128	\$ 6,444	\$ 21,572	6/18/2017	unknown	unknown
2	Coastside County Water District ⁴	Superintendent of Operations	\$ 11,007	\$ 13,412	\$ 6,081	\$ 19,493	7/1/2018	7/1/2019	unknown
3	City of Millbrae	Public Works Superintendent	\$ 10,623	\$ 12,913	\$ 4,559	\$ 17,472	7/1/2017	unknown	unknown
4	City of Foster City	Public Works Maintenance Manager	\$ 9,860	\$ 11,985	\$ 4,967	\$ 16,952	7/1/2018	unknown	unknown
5	Westborough Water District	Assistant General Manager	N/A	\$ 11,717	\$ 5,223	\$ 16,940	7/1/2018	7/1/2019	Up to 5%
6	Mid-Peninsula Water District	Operations Manager	\$ 9,080	\$ 11,460	\$ 5,387	\$ 16,847	8/1/2017	unknown	unknown
7	City of Redwood City ⁵	Public Works Superintendent	\$ 11,345	\$ 13,617	\$ 3,136	\$ 16,753	10/2/2017	unknown	unknown
8	North Coast County Water District	Superintendent	\$ 8,543	\$ 10,903	\$ 5,575	\$ 16,478	7/1/2018	unknown	unknown
9	City of San Bruno ³	Maintenance Services Manager	\$ 8,362	\$ 10,261	\$ 4,415	\$ 14,676	1/1/2018	unknown	unknown
10	City of Burlingame ²	Water Division Manager	\$ 8,441	\$ 10,260	\$ 4,240	\$ 14,500	12/25/2017	12/24/2018	3.0%
11	Menlo Park Municipal Water District	N/C							

Summary Results		Entry Monthly	Top Monthly	Total Monthly
Average of Comparators		\$10,078	\$12,244	\$ 17,204
% Mid-Peninsula Water District Above/Below		-11.0%	-6.8%	-2.1%
Median of Comparators		\$10,242	\$ 11,985	\$ 16,940
% Mid-Peninsula Water District Above/Below		-12.8%	-4.6%	-0.6%
Number of Matches			9	9

N/C - Non Comparator

1 - Alameda County Water District: Distribution Maintenance Manager requires D3 Water Distribution Operator certificate within 18 months of employment.

2 - City of Burlingame: Water Division Manager requires D3 Water Distribution Operator certificate only.

3 - City of San Bruno: Certifications are not required.

4 - Coastside County Water District: Superintendent of Operations requires T3 Water Treatment Operator and D2 Water Distribution Operator certificates.

5 - City of Redwood City: Public Works Superintendent requires D4 Water Distribution Operator certificate within 18 months of employment.

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Operations Supervisor									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	[Distribution Maintenance Supervisor I / Treatment and Distribution Supervisor I]	\$ 9,594	\$ 11,663	\$ 5,622	\$ 17,285	6/18/2017	unknown	unknown
2	City of Redwood City ²	Utilities Field Supervisor	\$ 9,449	\$ 11,337	\$ 2,937	\$ 14,274	10/2/2017	unknown	unknown
3	Coastside County Water District ⁶	Distribution Supervisor	\$ 8,600	\$ 10,477	\$ 4,466	\$ 14,943	7/1/2018	7/1/2019	unknown
4	City of Foster City ⁴	Public Works Maintenance Superintendent	\$ 8,497	\$ 10,328	\$ 4,568	\$ 14,896	7/1/2018	unknown	unknown
5	Westborough Water District	Field Supervisor	N/A	\$ 9,510	\$ 5,271	\$ 14,781	7/1/2018	7/1/2019	Up to 5%
6	Menlo Park Municipal Water District ⁷	Water System Supervisor	\$ 7,745	\$ 9,336	\$ 3,344	\$ 12,680	7/1/2018	7/1/2019	2.5%
7	City of Burlingame ³	Water Operations Supervisor	\$ 7,468	\$ 9,078	\$ 3,663	\$ 12,741	6/25/2018	unknown	unknown
8	City of Millbrae	Public Works Supervisor I	\$ 7,396	\$ 8,990	\$ 3,823	\$ 12,813	7/1/2017	unknown	unknown
9	Mid-Peninsula Water District	Operations Supervisor	\$ 5,858	\$ 8,243	\$ 4,083	\$ 12,326	8/1/2017	unknown	unknown
10	City of San Bruno ⁵	Field Supervisor, Public Works	\$ 6,549	\$ 8,037	\$ 3,897	\$ 11,934	1/1/2018	unknown	unknown
11	North Coast County Water District	N/C							

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$8,162	\$9,862	\$ 14,039
% Mid-Peninsula Water District Above/Below	-39.3%	-19.6%	-13.9%
Median of Comparators	\$8,121	\$ 9,510	\$ 14,274
% Mid-Peninsula Water District Above/Below	-38.6%	-15.4%	-15.8%
Number of Matches		9	9

N/C - Non Comparator

1 - Alameda County Water District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - City of Redwood City: Utilities Field Supervisor requires D4 Water Distribution Operator certificate within 12 months of appointment.

3 - City of Burlingame: Water Operations Supervisor requires D4 Water Distribution Operator certificate within one year of appointment.

4 - City of Foster City: Certificate grade required is not specified in class description.

5 - City of San Bruno: Certification requirements are not stated in class description.

6 - Coastside County Water District: Distribution Supervisor requires T2 Water Treatment Operator and D4 Water Distribution Operator certificates.

7 - Menlo Park Municipal Water District: Water System Supervisor requires D3 Water Distribution Operator certificate; when assigned to water treatment, also requires T2 Water Treatment Operator certificate.

Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Operations Supervisor	[Distribution Maintenance Supervisor I /	Water Operations Supervisor	Public Works Maintenance Superintendent	Public Works Supervisor I	Utilities Field Supervisor	Field Supervisor, Public Works	Distribution Supervisor	Water System Supervisor	N/C	Field Supervisor
	Top Monthly Salary	\$ 8,243	\$ 11,663	\$ 9,078	\$ 10,328	\$ 8,990	\$ 11,337	\$ 8,037	\$ 10,477	\$ 9,336		\$ 9,510
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55	2.7%@55	2%@60	2.7%@55	2%@60	2%@60		2%@55
	Enhanced Formula Cost	\$ 223	\$ 571	\$ 445	\$ 661	\$ 575	\$ 170	\$ 514	\$ 157	\$ 140		\$ 257
	ER Paid Member Contrib		\$ 292									\$ 95
	Calc Classic EPMC as Spec Comp		\$ 7									
	Single Highest Year		\$ 70	\$ 54		\$ 54		\$ 48	\$ 52			
	Social Security	\$ 511							\$ 650			\$ 590
	Deferred Compensation		\$ 42	\$ 98	\$ 413		\$ 227	\$ 40				
	EE Cost Sharing			\$ -136		\$ -494	\$ -794			\$ -273		
Insurance	Cafeteria		\$ 2,762		\$ 2,001	\$ 2,014		\$ 2,027		\$ 2,212		
	Health	\$ 2,073		\$ 2,138			\$ 1,838		\$ 2,187			\$ 2,601
	Dental	\$ 164					\$ 100		\$ 164	\$ 2		\$ 164
	Vision	\$ 21			\$ 17		\$ 11		\$ 21	\$ 35		\$ 19
	Life	\$ 20	\$ 34	\$ 10	\$ 19	\$ 64	\$ 1	\$ 12	\$ 46	\$ 33		\$ 35
	LTD	\$ 41	\$ 55	\$ 18	\$ 67	\$ 74	\$ 33	\$ 35	\$ 35	\$ 37		
	STD/SDI	\$ 14	\$ 40									
	Other Ins.											
Leaves	Vacation	\$ 476	\$ 763	\$524	\$636	\$ 830	\$654	\$ 464	\$604	\$610		\$549
	Holidays	\$ 412	\$ 493	\$489	\$477	\$ 519	\$610	\$ 448	\$524	\$548		\$512
	Admin Leave	\$ 95	\$ 493		\$278	\$ 173	\$87	\$ 309				
Allow	Auto											\$ 450
	Uniform	\$ 33		\$ 25		\$ 14			\$ 25			
Benefit Package Total		\$ 4,083	\$ 5,622	\$ 3,663	\$ 4,568	\$ 3,823	\$ 2,937	\$ 3,897	\$ 4,466	\$ 3,344	\$ 0	\$ 5,271

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Operations Supervisor									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Alameda County Water District ¹	[Distribution Maintenance Supervisor I / Treatment and Distribution Supervisor I]	\$ 9,594	\$ 11,663	\$ 5,622	\$ 17,285	6/18/2017	unknown	unknown
2	Coastside County Water District ⁶	Distribution Supervisor	\$ 8,600	\$ 10,477	\$ 4,466	\$ 14,943	7/1/2018	7/1/2019	unknown
3	City of Foster City ⁴	Public Works Maintenance Superintendent	\$ 8,497	\$ 10,328	\$ 4,568	\$ 14,896	7/1/2018	unknown	unknown
4	Westborough Water District	Field Supervisor	N/A	\$ 9,510	\$ 5,271	\$ 14,781	7/1/2018	7/1/2019	Up to 5%
5	City of Redwood City ²	Utilities Field Supervisor	\$ 9,449	\$ 11,337	\$ 2,937	\$ 14,274	10/2/2017	unknown	unknown
6	City of Millbrae	Public Works Supervisor I	\$ 7,396	\$ 8,990	\$ 3,823	\$ 12,813	7/1/2017	unknown	unknown
7	City of Burlingame ³	Water Operations Supervisor	\$ 7,468	\$ 9,078	\$ 3,663	\$ 12,741	6/25/2018	unknown	unknown
8	Menlo Park Municipal Water District ⁷	Water System Supervisor	\$ 7,745	\$ 9,336	\$ 3,344	\$ 12,680	7/1/2018	7/1/2019	2.5%
9	Mid-Peninsula Water District	Operations Supervisor	\$ 5,858	\$ 8,243	\$ 4,083	\$ 12,326	8/1/2017	unknown	unknown
10	City of San Bruno ⁵	Field Supervisor, Public Works	\$ 6,549	\$ 8,037	\$ 3,897	\$ 11,934	1/1/2018	unknown	unknown
11	North Coast County Water District	N/C							

Summary Results		Entry Monthly	Top Monthly	Total Monthly
Average of Comparators		\$8,162	\$9,862	\$ 14,039
% Mid-Peninsula Water District Above/Below		-39.3%	-19.6%	-13.9%
Median of Comparators		\$8,121	\$ 9,510	\$ 14,274
% Mid-Peninsula Water District Above/Below		-38.6%	-15.4%	-15.8%
Number of Matches			9	9

N/C - Non Comparator

1 - Alameda County Water District: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches.

2 - City of Redwood City: Utilities Field Supervisor requires D4 Water Distribution Operator certificate within 12 months of appointment.

3 - City of Burlingame: Water Operations Supervisor requires D4 Water Distribution Operator certificate within one year of appointment.

4 - City of Foster City: Certificate grade required is not specified in class description.

5 - City of San Bruno: Certification requirements are not stated in class description.

6 - Coastside County Water District: Distribution Supervisor requires T2 Water Treatment Operator and D4 Water Distribution Operator certificates.

7 - Menlo Park Municipal Water District: Water System Supervisor requires D3 Water Distribution Operator certificate; when assigned to water treatment, also requires T2 Water Treatment Operator certificate.

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Top Monthly Salary
July 2018

Water System Operator									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Westborough Water District	Senior Field Maintenance Worker	N/A	\$ 8,161	\$ 4,537	\$ 12,699	6/8/2017	7/1/2019	Up to 5%
2	City of Redwood City ¹	[Utilities Worker / Public Works Maintenance Worker II]	\$ 6,621	\$ 8,050	\$ 2,751	\$ 10,801	2/5/2018	unknown	unknown
3	Alameda County Water District	Utility Worker II	\$ 6,426	\$ 7,811	\$ 4,233	\$ 12,044	6/18/2017	unknown	unknown
4	Coastside County Water District ³	Treatment/Distribution Operator	\$ 5,792	\$ 7,058	\$ 3,806	\$ 10,864	7/1/2018	7/1/2019	unknown
5	City of Foster City	Public Works Maintenance Worker II	\$ 5,661	\$ 6,881	\$ 3,301	\$ 10,182	7/1/2018	unknown	unknown
6	Menlo Park Municipal Water District ⁴	Water System Operator II	\$ 5,658	\$ 6,792	\$ 2,975	\$ 9,767	7/1/2018	7/1/2019	2.5%
7	Mid-Peninsula Water District	Water System Operator	\$ 4,650	\$ 6,544	\$ 3,722	\$ 10,266	8/1/2017	unknown	unknown
8	City of Burlingame	Water Maintenance Worker	\$ 5,093	\$ 6,189	\$ 3,226	\$ 9,415	6/25/2018	unknown	unknown
9	City of San Bruno ²	Public Works Maintenance Worker II	\$ 4,951	\$ 6,076	\$ 3,202	\$ 9,278	1/1/2018	unknown	unknown
10	North Coast County Water District	Utility Maintenance Worker II	\$ 4,678	\$ 5,970	\$ 4,284	\$ 10,254	7/1/2018	unknown	unknown
11	City of Millbrae	Public Works Senior Maintenance Worker	\$ 4,819	\$ 5,858	\$ 2,697	\$ 8,555	7/1/2017	unknown	unknown

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$5,522	\$6,885	\$ 10,386
% Mid-Peninsula Water District Above/Below	-18.8%	-5.2%	-1.2%
Median of Comparators	\$5,658	\$ 6,837	\$ 10,218
% Mid-Peninsula Water District Above/Below	-21.7%	-4.5%	0.5%
Number of Matches		10	10

N/C - Non Comparator

1 - City of Redwood City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches. Utilities Worker requires D3 Water Distribution Operator certificate. Public Works Maintenance Worker II requires D1 Water Distribution Operator certificate.

2 - City of San Bruno: Certifications are not required.

3 - Coastside County Water District: Treatment/Distribution Operator requires D2 Water Distribution Operator and T2 Water Treatment Operator certificates.

4 - Menlo Park Municipal Water District: Water System Supervisor requires D3 Water Distribution Operator certificate; when assigned to water treatment, also requires T2 Water Treatment Operator certificate.

**Appendix II
Mid-Peninsula Water District
Benefit Detail
July 2018**

Agency		Mid-Peninsula Water District	Alameda County Water District	City of Burlingame	City of Foster City	City of Millbrae	City of Redwood City	City of San Bruno	Coastside County Water District	Menlo Park Municipal Water District	North Coast County Water District	Westborough Water District
Benchmark/ Comparator Agency Match		Water System Operator	Utility Worker II	Water Maintenance Worker	Public Works Maintenance Worker II	Public Works Senior Maintenance Worker	[Utilities Worker / Public Works Maintenance Worker II]	Public Works Maintenance Worker II	Treatment/ Distribution Operator	Water System Operator II	Utility Maintenance Worker II	Senior Field Maintenance Worker
	Top Monthly Salary	\$ 6,544	\$ 7,811	\$ 6,189	\$ 6,881	\$ 5,858	\$ 8,050	\$ 6,076	\$ 7,058	\$ 6,792	\$ 5,970	\$ 8,161
Retirement	Classic	2%@55	2.5%@55	2.5%@55	2.7%@55	2.7%@55	2%@60	2.7%@55	2%@60	2%@60	2%@55	2%@55
	Enhanced Formula Cost	\$ 177	\$ 383	\$ 303	\$ 440	\$ 375	\$ 121	\$ 389	\$ 106	\$ 102	\$ 161	\$ 220
	ER Paid Member Contrib											\$ 82
	Calc Classic EPMC as Spec Comp											
	Single Highest Year		\$ 47	\$ 37		\$ 35		\$ 36	\$ 35		\$30	
	Social Security	\$ 406						\$ 438			\$370	\$ 506
	Deferred Compensation			\$ 98				\$ 25				
	EE Cost Sharing			\$ -93		\$ -322	\$ -403			\$ -241		
Insurance	Cafeteria		\$ 2,762		\$ 1,909	\$ 1,935		\$ 2,027		\$ 2,184		
	Health	\$ 2,073		\$ 2,138			\$ 1,932		\$ 2,187		\$ 2,769	\$ 2,601
	Dental	\$ 164					\$ 105		\$ 164	\$ 2	\$ 147	\$ 164
	Vision	\$ 21			\$ 17		\$ 11		\$ 21	\$ 35	\$ 19	\$ 19
	Life	\$ 20	\$ 16	\$ 10	\$ 12	\$ 17	\$ 1	\$ 9	\$ 46	\$ 24	\$ 24	\$ 35
	LTD	\$ 36	\$ 37	\$ 18	\$ 51		\$ 23	\$ 26	\$ 24	\$ 27	\$ 68	
	STD/SDI	\$ 12	\$ 28								\$ 29	
	Other Ins.											
Leaves	Vacation	\$ 378	\$ 511	\$357	\$423	\$ 338	\$464	\$ 351	\$407	\$444	\$344	\$ 471
	Holidays	\$ 327	\$ 451	\$333	\$318	\$ 293	\$433	\$ 339	\$353	\$398	\$321	\$ 439
	Admin Leave	\$ 76			\$106		\$62					
Allow	Auto											
	Uniform	\$ 33		\$ 25	\$ 25	\$ 27			\$ 25			
Benefit Package Total		\$ 3,722	\$ 4,233	\$ 3,226	\$ 3,301	\$ 2,697	\$ 2,751	\$ 3,202	\$ 3,806	\$ 2,975	\$ 4,284	\$ 4,537

N/C - Non Comparator

Appendix II
Mid-Peninsula Water District
Market Compensation Data - Sorted by Total Monthly Compensation
July 2018

Water System Operator									
Rank	Comparator Agency	Classification Title	Entry Monthly Salary	Top Monthly Salary	Benefits Package	Total Monthly Comp	Salary Effective Date	Next Salary Increase	Next Percentage Increase
1	Westborough Water District	Senior Field Maintenance Worker	N/A	\$ 8,161	\$ 4,537	\$ 12,699	6/8/2017	7/1/2019	Up to 5%
2	North Coast County Water District	Utility Maintenance Worker II	\$ 4,678	\$ 5,970	\$ 4,284	\$ 10,254	7/1/2018	unknown	unknown
3	Alameda County Water District	Utility Worker II	\$ 6,426	\$ 7,811	\$ 4,233	\$ 12,044	6/18/2017	unknown	unknown
4	Coastside County Water District ³	Treatment/Distribution Operator	\$ 5,792	\$ 7,058	\$ 3,806	\$ 10,864	7/1/2018	7/1/2019	unknown
5	Mid-Peninsula Water District	Water System Operator	\$ 4,650	\$ 6,544	\$ 3,722	\$ 10,266	8/1/2017	unknown	unknown
6	City of Foster City	Public Works Maintenance Worker II	\$ 5,661	\$ 6,881	\$ 3,301	\$ 10,182	7/1/2018	unknown	unknown
7	City of Burlingame	Water Maintenance Worker	\$ 5,093	\$ 6,189	\$ 3,226	\$ 9,415	6/25/2018	unknown	unknown
8	City of San Bruno ²	Public Works Maintenance Worker II	\$ 4,951	\$ 6,076	\$ 3,202	\$ 9,278	1/1/2018	unknown	unknown
9	Menlo Park Municipal Water District ⁴	Water System Operator II	\$ 5,658	\$ 6,792	\$ 2,975	\$ 9,767	7/1/2018	7/1/2019	2.5%
10	City of Redwood City ¹	[Utilities Worker / Public Works Maintenance Worker II]	\$ 6,621	\$ 8,050	\$ 2,751	\$ 10,801	2/5/2018	unknown	unknown
11	City of Millbrae	Public Works Senior Maintenance Worker	\$ 4,819	\$ 5,858	\$ 2,697	\$ 8,555	7/1/2017	unknown	unknown

Summary Results	Entry Monthly	Top Monthly	Total Monthly
Average of Comparators	\$5,522	\$6,885	\$ 10,386
% Mid-Peninsula Water District Above/Below	-18.8%	-5.2%	-1.2%
Median of Comparators	\$5,658	\$ 6,837	\$ 10,218
% Mid-Peninsula Water District Above/Below	-21.7%	-4.5%	0.5%
Number of Matches		10	10

N/C - Non Comparator

1 - City of Redwood City: Functional Match: This hybrid match represents that the duties of the class are performed by more than one class at the comparator agency. The salary displayed is the same for both matches. Utilities Worker requires D3 Water Distribution Operator certificate. Public Works Maintenance Worker II requires D1 Water Distribution Operator certificate.

2 - City of San Bruno: Certifications are not required.

3 - Coastside County Water District: Treatment/Distribution Operator requires D2 Water Distribution Operator and T2 Water Treatment Operator certificates.

4 - Menlo Park Municipal Water District: Water System Supervisor requires D3 Water Distribution Operator certificate; when assigned to water treatment, also requires T2 Water Treatment Operator certificate.



Appendix III

Proposed Salary Range Schedule

Appendix III
Mid-Peninsula Water District
Salary Schedule
July 2018

Salary Range	Annual		Monthly		Bimonthly		Biweekly		Hourly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
1	44,172	57,424	3,681	4,785	1,840.51	2,392.67	1,698.94	2,208.62	21.237	27.608
2	45,277	58,860	3,773	4,905	1,886.53	2,452.48	1,741.41	2,263.83	21.768	28.298
3	46,409	60,331	3,867	5,028	1,933.69	2,513.80	1,784.94	2,320.43	22.312	29.005
4	47,569	61,839	3,964	5,153	1,982.03	2,576.64	1,829.57	2,378.44	22.870	29.730
5	48,758	63,385	4,063	5,282	2,031.58	2,641.06	1,875.31	2,437.90	23.441	30.474
6	49,977	64,970	4,165	5,414	2,082.37	2,707.08	1,922.19	2,498.85	24.027	31.236
7	51,226	66,594	4,269	5,550	2,134.43	2,774.76	1,970.24	2,561.32	24.628	32.016
8	52,507	68,259	4,376	5,688	2,187.79	2,844.13	2,019.50	2,625.35	25.244	32.817
9	53,820	69,966	4,485	5,830	2,242.49	2,915.23	2,069.99	2,690.98	25.875	33.637
10	55,165	71,715	4,597	5,976	2,298.55	2,988.11	2,121.74	2,758.26	26.522	34.478
11	56,544	73,508	4,712	6,126	2,356.01	3,062.82	2,174.78	2,827.22	27.185	35.340
12	57,958	75,345	4,830	6,279	2,414.91	3,139.39	2,229.15	2,897.90	27.864	36.224
13	59,407	77,229	4,951	6,436	2,475.29	3,217.87	2,284.88	2,970.34	28.561	37.129
14	60,892	79,160	5,074	6,597	2,537.17	3,298.32	2,342.00	3,044.60	29.275	38.058
15	62,414	81,139	5,201	6,762	2,600.60	3,380.78	2,400.55	3,120.72	30.007	39.009
16	63,975	83,167	5,331	6,931	2,665.61	3,465.30	2,460.56	3,198.73	30.757	39.984
17	65,574	85,246	5,465	7,104	2,732.25	3,551.93	2,522.08	3,278.70	31.526	40.984
18	67,213	87,377	5,601	7,281	2,800.56	3,640.73	2,585.13	3,360.67	32.314	42.008
19	68,894	89,562	5,741	7,463	2,870.57	3,731.74	2,649.76	3,444.69	33.122	43.059
20	70,616	91,801	5,885	7,650	2,942.34	3,825.04	2,716.00	3,530.80	33.950	44.135
21	72,381	94,096	6,032	7,841	3,015.90	3,920.66	2,783.90	3,619.07	34.799	45.238
22	74,191	96,448	6,183	8,037	3,091.29	4,018.68	2,853.50	3,709.55	35.669	46.369
23	76,046	98,860	6,337	8,238	3,168.57	4,119.15	2,924.84	3,802.29	36.560	47.529
24	77,947	101,331	6,496	8,444	3,247.79	4,222.13	2,997.96	3,897.35	37.474	48.717
25	79,896	103,864	6,658	8,655	3,328.98	4,327.68	3,072.91	3,994.78	38.411	49.935
26	81,893	106,461	6,824	8,872	3,412.21	4,435.87	3,149.73	4,094.65	39.372	51.183
27	83,940	109,122	6,995	9,094	3,497.51	4,546.77	3,228.47	4,197.02	40.356	52.463
28	86,039	111,850	7,170	9,321	3,584.95	4,660.44	3,309.19	4,301.94	41.365	53.774
29	88,190	114,647	7,349	9,554	3,674.58	4,776.95	3,391.92	4,409.49	42.399	55.119
30	90,395	117,513	7,533	9,793	3,766.44	4,896.37	3,476.71	4,519.73	43.459	56.497
31	92,654	120,451	7,721	10,038	3,860.60	5,018.78	3,563.63	4,632.72	44.545	57.909
32	94,971	123,462	7,914	10,289	3,957.12	5,144.25	3,652.72	4,748.54	45.659	59.357
33	97,345	126,549	8,112	10,546	4,056.04	5,272.86	3,744.04	4,867.25	46.801	60.841
34	99,779	129,712	8,315	10,809	4,157.44	5,404.68	3,837.64	4,988.93	47.971	62.362
35	102,273	132,955	8,523	11,080	4,261.38	5,539.80	3,933.58	5,113.66	49.170	63.921

Appendix III
Mid-Peninsula Water District
Salary Schedule
July 2018

Salary Range	Annual		Monthly		Bimonthly		Biweekly		Hourly	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
36	104,830	136,279	8,736	11,357	4,367.92	5,678.29	4,031.92	5,241.50	50.399	65.519
37	107,451	139,686	8,954	11,640	4,477.11	5,820.25	4,132.72	5,372.54	51.659	67.157
38	110,137	143,178	9,178	11,932	4,589.04	5,965.75	4,236.04	5,506.85	52.950	68.836
39	112,890	146,758	9,408	12,230	4,703.77	6,114.90	4,341.94	5,644.52	54.274	70.557
40	115,713	150,426	9,643	12,536	4,821.36	6,267.77	4,450.49	5,785.63	55.631	72.320
41	118,605	154,187	9,884	12,849	4,941.90	6,424.46	4,561.75	5,930.27	57.022	74.128
42	121,571	158,042	10,131	13,170	5,065.44	6,585.08	4,675.79	6,078.53	58.447	75.982
43	124,610	161,993	10,384	13,499	5,192.08	6,749.70	4,792.69	6,230.49	59.909	77.881
44	127,725	166,043	10,644	13,837	5,321.88	6,918.45	4,912.51	6,386.26	61.406	79.828
45	130,918	170,194	10,910	14,183	5,454.93	7,091.41	5,035.32	6,545.91	62.941	81.824
46	134,191	174,449	11,183	14,537	5,591.30	7,268.69	5,161.20	6,709.56	64.515	83.870
47	137,546	178,810	11,462	14,901	5,731.08	7,450.41	5,290.23	6,877.30	66.128	85.966
48	140,985	183,280	11,749	15,273	5,874.36	7,636.67	5,422.49	7,049.23	67.781	88.115
49	144,509	187,862	12,042	15,655	6,021.22	7,827.59	5,558.05	7,225.46	69.476	90.318
50	148,122	192,559	12,344	16,047	6,171.75	8,023.28	5,697.00	7,406.10	71.213	92.576
51	151,825	197,373	12,652	16,448	6,326.04	8,223.86	5,839.43	7,591.25	72.993	94.891
52	155,621	202,307	12,968	16,859	6,484.20	8,429.45	5,985.41	7,781.03	74.818	97.263
53	159,511	207,365	13,293	17,280	6,646.30	8,640.19	6,135.05	7,975.56	76.688	99.695
54	163,499	212,549	13,625	17,712	6,812.46	8,856.19	6,288.42	8,174.95	78.605	102.187
55	167,586	217,862	13,966	18,155	6,982.77	9,077.60	6,445.63	8,379.32	80.570	104.742



Appendix IV

Salary Range Placement Recommendations

Appendix IV
Mid-Peninsula Water District
Salary Range Placement Recommendations
July 2018

Classification Title	Current Maximum Monthly Salary	Market Placement	Proposed Salary Range	Proposed Minimum Monthly Salary	Proposed Maximum Monthly Salary	Percent Difference	Rationale
Accountant	Proposed	\$8,370	24	\$6,496	\$8,444	N/A	Market and range placement.
Administrative Assistant	\$5,414	\$5,836	9	\$4,485	\$5,830	7.69%	Market and range placement.
Administrative Services Manager	\$11,460	\$12,071	38	\$9,178	\$11,932	4.11%	Market and range placement.
Administrative Specialist	\$6,369	\$6,878	16	\$5,331	\$6,931	8.82%	Market and range placement. Internal alignment: 20% above Administrative Assistant.
General Manager	\$15,451	\$16,607	51	\$12,652	\$16,448	6.45%	Market and range placement.
Lead Operator	\$7,528	\$7,240	20	\$5,885	\$7,650	1.62%	Market and internal alignment: 15% above Water System Operator.
Maintenance Technician	\$5,432	\$5,756	8	\$4,376	\$5,688	4.72%	Market and range placement.
Operations Manager	\$11,460	\$11,523	38	\$9,178	\$11,932	4.11%	Market and internal alignment: anchor to Administrative Services Manager.
Operations Supervisor	\$8,243	\$9,546	29	\$7,349	\$9,554	15.90%	Market and range placement. Internal alignment: 22.5% above Lead Operator.
Water System Operator	\$6,544	\$6,513	14	\$5,074	\$6,597	0.80%	Market and internal alignment: 15% above Maintenance Technician.

Legend for columns:

Column 1 - Classification Title.

Column 2 - Mid-Peninsula Water District's current monthly maximum salaries.

Column 3 - Market placement shows the monthly market values derived from the total compensation survey results.

Column 4 - Salary range number of the consultant's newly proposed salary range schedule.

Column 5 - Monthly minimum salary of the consultant's newly proposed salary ranges.

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

Column 7 - This percentage expresses the difference between Mid-Peninsula Water District's current salaries and the consultant's proposed salaries.

Column 8 - The rationale expresses how the consultant arrived at each proposed range placement within the newly proposed salary range schedule.



Appendix V

Additional Benefits

Appendix V
Mid-Peninsula Water District
Additional Benefits
July 2018

Certification and Incentive Pay	
Alameda County Water District	
Bargaining Unit	Benefit
All except Operators' Association (OA)	None
Operators' Association (OA)	<ul style="list-style-type: none"> • Up to 3 Utility Worker III's in Distribution Maintenance receive \$300 per month when certified to operate the District's crane; employees who are not in Distribution Maintenance who are crane certified receive \$200 per month; employees who are not crane certified as of 05/01/13 shall not be eligible for the crane differential • Employees who possess a tanker endorsement and are assigned to operate Vacuum Excavation Truck receive 2.5% differential for each shift worked. • Water Treatment Plant Operators and Treatment Facilities Operators: Water Treatment T5 certification = 2.5%. Employees who receive this premium pay shall be required to participate in the T-5 standby pool and will act as a supervisor in accordance with the District's T- 5 Standby Policy. Employees who possess a Water Treatment T-5 Certificate may select not to participate in the T-5 standby pool. If an employee selects not to participate in the T-5 standby pool they are ineligible for the 2.5% premium. This water certificate premium shall be limited to 5 employees. Water Treatment T4 certification = 1.0%. This water certificate premium is not available to those employees who are in classifications that require a T-4 Certificate as part of the Classification Minimum Qualifications. For Classifications which require a T-4 Certificate as a Minimum Qualification they are eligible for the following premium pay: D2 = 1.0%. Employees may receive only one certification pay premium. • Water Treatment T4 certification = 1.0%
City of Burlingame	
Bargaining Unit	Benefit
American Federation State, County, and Municipal Employees (AFSCME) - Burlingame Association of Middle Managers (BAMM)	None
American Federation State, County, and Municipal Employees (AFSCME) - Administration	In the event of changes to any state or federal requirements which require licenses or certificates for an employee to continue work in their current job classification, the City agrees to pay the cost of training necessary to meet the new requirements. This shall include training costs and reasonable paid work time for taking examinations. Engineering Registration - Employees in the Assistant or Associate Engineer Classification who achieve and maintain State registration as an Engineer shall receive 10% premium pay. Building Inspection Certification and Pay: \$107 per month each for Building Inspector Certification, Combination Inspector Certification, Plans Examiner Certification. The maximum combined certification compensation for the building inspection certifications shall not exceed \$321 per month.
American Federation State, County, and Municipal Employees (AFSCME) - Maintenance	\$53.50 per month for Water Distribution Operator, Grade 4; \$103.50 per month for the following: Class B Driver's License, Water Distribution Operator, Grade 2 & 3, Mechanic Auto Service Certification, Water Treatment T1 Certification, Collection System Grade II & III, HVAC Certification Type I & II, Qualified Applicator Certification, Line Clearance Certification, Boiler Operations Certificate, and Building Operations Cert. both Level I & II; \$107 per month for Bilingual Service Certification; 5% premium pay for the following: Agricultural Pest Control Advisor Certification, Playground Inspector Certification, Backflow Prevention Device Certification.
Department Head	None

Appendix V
Mid-Peninsula Water District
Additional Benefits
July 2018

City of Foster City	
Bargaining Unit	Benefit
American Federation State, County, and Municipal Employees (AFSCME)	For employees in the maintenance classifications and the Senior Engineering Technician, the total maximum annual certificate pay for multiple earned or renewed certificates shall not exceed \$500. An employee can only receive certificate pay for the highest certificate obtained in the series. Dept of Health Services (DOHS), California Water Environment Association (CWEA) and California Water Pollution Control Association (CWPCA): Grade 1 = \$200, Grade 2 = \$300, Grade = \$400, Grade 4 = \$500, Grade = \$600. Qualified Applicator Certificate (QAC) = \$250. Pesticide Control Advisor Certificate (PCA) = \$300. Backflow Prevention License = \$300. Certified Arborist = \$300. Certified Playground Safety Inspector = \$300. Building Operator Certification (BOC) = \$300. Master Gardener = \$200. First Aid/CPR Instructor = \$200. Employees in the building inspection classifications are eligible to earn the following certification pay: a) Building, Plumbing, Electrical and Mechanical Inspector = \$100/month. b) Either Building Plans Examiner or Certified Access Specialist issued by the State of California; or Build it Green New Home or a Lead Accredited Professional = Additional \$100/month. c) Any one certificate listed in b) that has not been previously earned or a combination of two (2) of the following = Additional \$100/month: Pre-stressed Concrete Special Inspector, Reinforced Concrete Special Inspector, Structural Masonry Special Inspector, Structural Steel/Welding Special Inspector, Spray-Applied Fireproofing Special Inspector, Electrical Plans Examiner, Plumbing Plans Examiner, Mechanic Plans Examiner, Green Building Plans Examiner, Fire Plans Examiner, Certified Building Official, Certified Fire Marshal, Fire Inspector I or II, Green Building Inspector, CalEMA-SAP Disaster Response Inspector. Building Inspectors with a Residential Fire Protection Systems Inspector certificate = \$200/month. Maximum certificate pay is \$500 per month.
Management & Executive Management	None
City of Millbrae	
Bargaining Unit	Benefit
Teamster Local 856 Miscellaneous	Water Certificate pay per month: Grade 1 and Grade 2 Distribution = \$150, Grade 3 Distribution = \$200, Grade 1 and Grade 2 Collection = \$150, Grade 3 Collection = \$300. An employee who has obtained both a Distribution and Collection Certification shall receive certification pay for each certification, with a maximum of \$350 per month.
Management	None

Appendix V
Mid-Peninsula Water District
Additional Benefits
July 2018

City of Redwood City	
Bargaining Unit	Benefit
Service Employees International Union (SEIU)	<p>Pest Control Advisors (PCA) license = 2.5 %. Qualified Applicators Certification or License (QAC/QAL) = 2.5%. Building Maintenance Classes: Universal Certificate in HVAC/R and RSI course or Sequoia Institute Course, Certification of completion of the Building Operator Certification (BOC) program, Certification in Pool and Spa Operations, Certification in Playground Safety Inspections. Incentives - 1st certification = 1%, 2nd Certification = 2.5% (total of 3.5%), 3rd Certification = 2.5% (total of 6%). The City will reimburse employees for successful completion of Management approved courses to attain qualifying certification through the City-Wide Educational Reimbursement Program or Department training budget within budgeted limits. Building Inspection Certification Pay: For ICC Commercial Plumbing Inspection Certificate or IAPMO Plumbing Inspection Certificate, ICC Commercial Electrical Inspection Certificate, ICC Commercial Mechanical Inspection Certificate or IAPMO Mechanical Inspection Certificate. Incentive: a one-time bonus of \$600 for each certification, up to \$1,200. Employees in the classification of Building Inspector who obtain the recognized Certifications in Building, Electrical, Plumbing, and Mechanical shall be eligible for 5% differential for as long as they remain in that classification and continue to possess all four valid certifications. The City will pay for the cost of successful completion of certification exams and re-certification exams. Certified Access Specialist Program (GASP) Certification Pay : The Plan Checker classification shall be eligible for two hundred dollars (\$200) per month of certification pay.</p> <p>Classifications of Equipment Service Worker, Equipment Mechanic I-II, and Lead Equipment Mechanic: a) ASE Certifications = 1% of base salary for every two certifications, up to 6 certifications (3%); b)ASE Master Auto Technician, or ASE Master Heavy Duty Technician, or California State Fire Mechanic I, or EVT LO Fire Apparatus Level I, or EVT HD Fire Apparatus Level II = 5% of base salary; c) California State Fire Mechanic II, or EVT LO Fire Apparatus Level II, or EVT HD Fire Apparatus Level II, or Any two (2) certifications listed in part b = 7% of base salary. Workers may qualify for only one category (a, b, or c) at any given time. Water Employees: Certification Recognition Payment (CRP) of two percent (2%) for possession of job-related certifications above the certifications requirements for the worker's job classification as follows: PWMW-1 (Water), Recycled Water Specialist, Water Conservation Specialist - AWWA Water Distribution Operator Grade II; Consumer Services Technician, Customer Support Services Specialist - AWWA Water Distribution Operator Grade II (D2) Or AWWA Backflow Prevention Assembly Tester Certification (in the event the employee has both certificates, the CRP will not exceed two percent (2%); PWMW III (Water), Lead PWMW (Water), Utilities Locator - AWWA Water Distribution Operator Grade III (D3); Utilities Worker (Water), Utilities Specialist (Water) - AWWA Water Distribution Operator Grade IV (D4). The City will reimburse for successful completion of Management approved courses to attain qualifying certification through the City-Wide Educational Reimbursement Program or Department training budget within budgeted limits. The City will pay for the cost of successful completion of certification exams and re-certification exams. Wastewater Employees: PWMW I-II (Wastewater) - Wastewater Collection System Grade I; PWMW III (Wastewater- Sewer Assignment Only), Lead PWMW (Wastewater), Utilities Worker (Wastewater), Utilities Specialist (Wastewater) - Wastewater Collection System Grade II. Workers in these classes receive 2% in recognition of the ongoing certification requirements.</p>
Redwood City Management Employees Association (RCMEA)	Parks, Recreation and Community Services Managers who hold a current State of California Qualified Applicator Certification and are assigned by the Parks, Recreation and Community Services Director to perform qualified applicator duties, shall receive certification pay of 2.5% of base salary.
Executive Management	None

Appendix V
Mid-Peninsula Water District
Additional Benefits
July 2018

City of San Bruno	
Bargaining Unit	Benefit
Miscellaneous	Water Division: 1% per grade, 6% max with Water Treatment Operator's Certificate and/or Waster Distribution Certificate Wastewater Division: All WW employees - \$40/month first certificate and \$35/month second certificate. When required by job description - 1% per grade, 4% max with Wastewater Collection Maintenance Certificate Applicator Spray Certification: \$50/month for employees assigned to spraying duties Cable ACSR I/II: 2.5% cable technology premium
Mid-Management	None
Management	None
Coastside County Water District	
Bargaining Unit	Benefit
All	Sate of California Water Treatment Plant Operator: T1 = \$100, T2 = \$200, T3 = \$300, T4 = \$400, T5 = \$500; Sate of California Distribution License Classification: D1 = \$100, D2 = \$200, D3 = \$300, D4 = \$400, D5 = \$500; Backflow/Cross Connection Control Program Specialist (maximum of 2 employees) = \$100 per month
Menlo Park Municipal Water District	
Bargaining Unit	Benefit
All	None
North Coast County Water District	
Bargaining Unit	Benefit
All	<ul style="list-style-type: none"> • Certification above what is required by position = 2% of monthly salary (paid as lump sum in December); the employee shall receive the bonus for each year that the employee maintains the certification • When the position requires the certification, employees are not eligible for the bonus • NCCWD will reimburse employees for application fee for required certification and license examinations and will pay the certification and license fee once; NCCWD will pay for renewal fees for certifications and licenses required by the position
Westborough Water District	
Bargaining Unit	Benefit
All	Employees who obtain a certification in water distribution or water treatment shall receive a 3% salary increase.

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Longevity Pay	
Alameda County Water District	
Bargaining Unit	Benefit
All	None
City of Burlingame	
Bargaining Unit	Benefit
All	None
City of Foster City	
Bargaining Unit	Benefit
American Federation State, County, and Municipal Employees (AFSCME)	Service Recognition Leave: 15 YOS = 24 hours, 20 YOS = 32 hours, 25 YOS = 40 hours, 30 YOS = 48 hours. No employees shall receive pay in lieu of time off.
Management & Executive Management	Employees who subsequently complete 10, 20 and 30 years of service with the City/District shall receive 40 hours of paid leave on their 10th, 20th and 30th anniversary of employment with the City/District on their anniversary date. No employees shall receive pay in lieu of time off.
City of Millbrae	
Bargaining Unit	Benefit
All	None
City of Redwood City	
Bargaining Unit	Benefit
All	None
City of San Bruno	
Bargaining Unit	Benefit
All	None
Coastside County Water District	
Bargaining Unit	Benefit
All	None
Menlo Park Municipal Water District	
Bargaining Unit	Benefit
All	None
North Coast County Water District	
Bargaining Unit	Benefit
All	In order to recognize and reward long-term employees, each employee whose most recent evaluations are satisfactory will receive a salary increase separate from the salary step increases. The salary increase is computed as follows: 10 YOS = 1%, 15 YOS = 2%, 20 YOS = 3%, 25+ YOS = 4%. (YOS = Years of Service)
Westborough Water District	
Bargaining Unit	Benefit
All	None

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On-Call and Standby Pay	
Alameda County Water District	
Bargaining Unit	Benefit
Management, Confidential, & Professional	Treatment and Distribution Supervisor I/II (TDS) and Distribution Maintenance Supervisor I/II (DMS): The per diem rate for FY 2017/18 is \$76.12 per weekday and \$97.87 per weekend day and holidays. Assignments rotate among supervisors, with one TDS and one DMS on standby per week.
International Union of Operating Engineers Local 3 (OE3)	Standby personnel shall be entitled to receive standby pay of \$ 80.00 per day for each regularly scheduled workday s/he is required to be on standby, and \$ 100.00 for each holiday, Saturday or Sunday, which is not a regularly scheduled workday that s/he is required to be on standby. Standby personnel will be provided vehicles consistent with the administrative procedure on standby and call out. Standby personnel who are not eligible or who opt not to take home a District vehicle, shall be entitled to receive an additional \$10.00 per day for each days/he is required to be on standby.
Operators' Association (OA)	Standby personnel shall be entitled to receive standby pay of \$100.00 for each 24 hour standby shift that s/he is required to cover. Standby personnel will be provided vehicles consistent with the administrative procedure on standby and call out. Standby personnel who are not eligible or who opt not to take home a District vehicle, shall be entitled to receive an additional \$10.00 per day for each days/he is required to be on standby. When employees who are designated Emergency Operations Plan (EOP) First Responders must leave home to inspect sites in response to an EOP event, they shall be provided a minimum of two hours work, or pay in lieu thereof. All call-out time shall be paid at the time and one-half rate, provided that if the call-out time work assignment and the employee's regular shift overlap, the employee shall be paid at the overtime rate only until the start of his/her regularly scheduled shift. The employee shall be paid for the balance of the regular shift at the straight-time rate. Employees on standby called back to work shall be provided with a minimum of two hours work, or pay in lieu thereof.
City of Burlingame	
Bargaining Unit	Benefit
All except AFSCME - Maintenance	None
AFSCME - Maintenance	An employee assigned to be on standby shall receive two (2) hours pay at the straight time rate for each weeknight of standby time. Standby on Saturday or Sunday shall be compensated at eight (8) hours pay at one and one half (1 ½) times the employee's regular rate of pay for each day of standby worked. Night standby on weekends or holidays will be compensated by two (2) hours at the straight time rate. Standby on any holiday shall be compensated by eight (8) hours at one and one half (1 ½) times the employee's regular rate of pay in addition to holiday pay. Standby on Saturdays, Sundays or Holidays, for which eight (8) hours pay at one and one half (1 ½) times regular pay is received, is understood to be time spent on duty at the Corporation Yard. An employee on standby should be able to respond to the Corporation Yard within thirty (30) minutes of the call.
City of Foster City	
Bargaining Unit	Benefit
American Federation State, County, and Municipal Employees (AFSCME)	Standby pay for a regularly scheduled workday(Monday through Friday) = \$75 per day, for a non-regularly scheduled workday = \$100 per day. In addition, employee called for service shall be paid for hours worked and shall exclude any travel time. Pay or compensatory leave shall not be less than three (3) hours at the rate of time and one half.
Management & Executive Management	None

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City of Millbrae	
Bargaining Unit	Benefit
Teamster Local 856 Miscellaneous	Maintenance workers only - Standby shall be compensated at the rate of \$38.56 per day on weekdays; \$49.01 per day on weekends; and \$51.64 per day on holidays.
Management	Standby shall be compensated at the rate of \$38.56 per day on weekdays; \$49.01 per day on weekends; and \$51.64 per day on holidays.
City of Redwood City	
Bargaining Unit	Benefit
SEIU	Paid three (3) hours straight-time pay or receive three (3) hours of straight-time compensatory time for each day on standby duty.
Redwood City Management Employees Association (RCMEA)	None
Executive Management	None
City of San Bruno	
Bargaining Unit	Benefit
Miscellaneous	An employee assigned to be on standby to answer calls outside of regularly scheduled hours shall receive two hours' pay at the regular straight-time rate of pay for each 16 hours of standby time. In addition to one straight time hour for each eight hours of standby duty, an employee assigned to such stand-by for not less than 16 hours on a holiday shall be entitled to eight straight time hours of pay or compensatory time off, employees may be assigned vehicles for their use subject to policies set by the City Council.
Mid-Management	An employee assigned to be on standby to answer calls outside of regularly scheduled hours shall receive two hours' pay at the regular straight-time rate of pay or, at the employee's option, two hours of compensatory time off at the regular straight-time rate, for each 16 hours of standby time. In addition to one straight time hour for each eight hours of standby duty, an employee assigned to such stand-by for not less than 16 hours on a holiday shall be entitled to eight straight time hours of pay or compensatory time off.
Management	None
Coastside County Water District	
Bargaining Unit	Benefit
All	An employee who is on standby for emergency calls shall be compensated at a rate of 1/8 the regularly hourly rate during such standby period.
Menlo Park Municipal Water District	
Bargaining Unit	Benefit
Service Employees International Union (SEIU)	Call Back Pay: Minimum two hours of compensation at flat rate of \$25.35 per hour or 1.5x regular rate of pay, whichever is greater. Standby Pay: \$3.25 per hour for each hour work is assigned to standby duty.
American Federation State, County, and Municipal Employees (AFSCME)	Call Back Pay: Minimum two hours of compensation at 1.5x regular rate. Standby Pay: \$3.75 per hour for each hour EE is assigned to standby duty. The City will maintain a \$0.50 differential with the SEIU standby rate.
Executive Management	Call Back Pay: Minimum two hours of compensation at 1.5x regular rate. Standby Pay: \$3.75 per hour for each hour EE is assigned to standby duty. The City will maintain a \$0.50 differential with the SEIU standby rate.
North Coast County Water District	
Bargaining Unit	Benefit
All	Standby Pay: Weekday = 4 hours of straight time for each 15.5-hour period. Weekend = 4 hours of straight time. Holiday = 8 hours of straight time for the holiday.
Westborough Water District	
Bargaining Unit	Benefit

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All	Standby Pay: Equivalent of 2 hours at normal hourly rate for serving Monday through Friday nights and 3 hours for serving on weekends and holidays. If an employee reports to the District office, the employee shall be paid 1.5x regular hourly rate for actual work performed with a minimum of 2 hours for each response.
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Retiree Health	
Alameda County Water District	
Bargaining Unit	Benefit
All	<p>Retiree Health Care (HRA) Trust: For employees hired before 08/01/02, who retire from ACWD and enroll in the retiree healthcare plan, ACWD shall contribute to the Trust the difference between the Minimum Employer Contribution (MEC) and the greater of the full cost of enrollment in the highest cost HMO medical plan with a traditional network or PERS Choice plan (if the retiree and/or surviving spouse or state registered domestic partner are 65 and/or entitled to Medicare, ACWD's contribution shall be equal to the grater of the difference between the MEC and the full cost of enrollment in the highest cost Medicare HMO with traditional network or PERS Choice plan). For employees hired on/after 08/01/02, ACWD's contribution to the Trust shall be a % of the premium cost calculated based on years of service; the maximum contribution will be equal to the MEC or the difference between MEC and full cost of enrollment in the greater of the highest cost HMO medical plan with traditional network or PERS Choice plan. Contributions based on years of service: 1-9 years = MEC; 10 years = 50% and increasing 5% per year of service until at 20+ years = 100%. For employees hired on/after 01/01/09, ACWD's contribution to the Trust shall be a % of the premium cost calculated based on years of service; the maximum contribution will be equal to the MEC or the difference between MEC and full cost of enrollment in the lesser of the highest cost HMO medical plan with traditional network or PERS Choice plan. Contributions based on years of service: 0-9 years = MEC; 10-14 years = 25%; 15-19 years = 50%; 20-24 years = 75%; 25+ years = 100%. Dental: OE3 and OA employees hired after 04/01/84 must have 10 years of service and be at least 50 and employees hired after 04/01/88 must have 15 years of service and be at least 50 to receive the same dental benefits as active employees (no cost). OE3 and OA employees hired on/after 01/01/09 are not eligible for this benefit. All Other employees hired on/after 04/01/02 must have 15 years of service and be at least 50 to receive retiree dental benefits (no cost). All other employees hired on/after 04/01/09 are not eligible for retiree dental benefits. Life Insurance: Upon retirement, ACWD pays the full cost of insurance coverage equal to \$2,000 for OE3 and OA and \$4,000 for all others. Employees hired on/after 04/01/09 are not eligible for this benefit.</p> <p>Vision: OE3 and OA employees hired after 04/02/84 must have 10 years of service and be at least 50 and employees hired after 04/01/88 must have 15 years of service and be at least 50 to receive the same vision benefits as active employees (no cost). OE3 and OA employees hired on/after 01/01/09 are not eligible for this benefit. All Other employees hired on/after 04/01/02 must have 15 years of service and be at least 50 to receive retiree vision benefits (no cost). All other employees hired on/after 04/01/09 are not eligible for retiree vision benefits.</p>

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City of Burlingame	
Bargaining Unit	Benefit
All except AFSCME - Admin and AFSCME - Maintenance	<p>Retiree Medical for Employees Hired Prior to March 31, 2008 and retire on or after January 1, 2015: Effective January 1, 2015, employees hired prior to March 31, 2008 and who retire on or after January 1, 2015 with 5 years of City service, will receive retiree medical benefit as follows: For eligible retirees who are under 65 years of age, City will contribute up to the Bay Area Region premiums for Blue Shield Access HMO for single retirees and Blue Shield Two-Party for retiree + one. For eligible retirees who are under age 65, City will contribute up to the Kaiser Family premium for retiree + two or more. Eligible retirees who are 65 years of age or older must enroll in Medicare. City will contribute up to the Medicare supplement plan premium for the Bay Area Region for Blue Shield Access HMO Single for single retirees; Blue Shield Two-Party for retiree + one; or Kaiser Family for retiree + two or more. If Blue Shield Access HMO is not available, third highest CalPERS Medical Plan will be used to determine the City's contribution.</p> <p>Retiree Medical for Employees Hired On or After March 31, 2008: Employees hired on or after March 31, 2008 and prior to November 1, 2011 will receive retiree medical benefit based on years of service with City. All contributions listed include the PERS required Minimum Employer Contribution (MEC). 0 - 9 YOS = Minimum monthly amount as governed by the CalPERS Health System; 10 - 14 YOS = 100% of the lowest medical premium provided through CalPERS approved medical providers for employee only; 15 - 19 YOS = 75% of the lowest medical premium provided through CalPERS approved medical providers for employee +1 dependent; 20+ YOS = 100% of the lowest medical premium provided through CalPERS approved medical providers for employee +1 dependent.</p> <p>Retiree Medical for Employees Hired On or After November 1, 2011: Employees will receive contributions to Retirement Health Savings Account, based on years of service with City. 0 - 5 YOS = 0%; 6 - 19 YOS = 2.0% of base pay; 20+ YOS = 2.5% of base pay.</p>
AFSCME - Admin	<p>Retiree Medical for Employees Hired Prior to March 31, 2008 and Retire Prior to January 1, 2015: Employees with a minimum of five (5) years of service with the City will receive a retiree medical benefit up to the actual enrollment in single, two-party, or family up to the Kaiser family rate.</p> <p>Retiree Medical for Employees Hired prior to March 31, 2008, and Retire on or after August 1, 2012: Effective Jan. 1, 2012, employees hired prior to March 31, 2008, who retire from the City with 5 years of City service, will receive a retiree medical benefit in accordance with the following: For eligible retirees who are under the age of 65, the City contribution will be equivalent to the medical premium for the CalPERS Bay Area Region for:</p> <ul style="list-style-type: none"> • Single Coverage: Blue Shield Access HMO • 2-Party Coverage: Blue Shield Access HMO • Family Coverage: Kaiser <p>For eligible retirees who are 65 years of age or older and enrolled in Medicare, the City contribution will be equivalent to the medical premium for the CalPERS Bay Area Region for:</p> <ul style="list-style-type: none"> • Single Coverage: Blue Shield Access HMO • 2-Party Coverage: Blue Shield Access HMO • Family Coverage: Kaiser <p>If Blue Shield Access HMO or Kaiser is no longer offered by CalPERS medical, the employee will receive the contribution equal to the third highest cost plan offered by CalPERS medical.</p> <p>Employees hired on or alter the March 31, 2008 but before January 1, 2012 will receive a retiree medical benefit based on years of service with the City as follows: 10 years of service = an amount equal to 100% of employee only lowest cost premium, less PERS required MEC; 15 years of service = an amount equal to 75% of employee + 1 lowest cost premium, less PERS required MEC; 20 years of service = an amount equal to 100% of employee + 1 lowest cost premium, less PERS required MEC.</p> <p>Employees hired on or after January 1, 2012 shall receive the following contributions to a Retirement Health Savings Account based on years of service with the City, in lieu of the Retiree Medical Benefits above: 0-5 YOS = 0.0%, 6-19 YOS = 2.0% of Step E of the Police Officer Classification, and 20+ YOS = 2.5% of Step E of the Police Officer Classification</p>

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City of Burlingame	
AFSCME - Maintenance	<p>Retiree Medical for Employees Hired Prior to March 31, 2008 and Retire Prior to January 1, 2015: Employees with a minimum of five (5) years of service with the City will receive a retiree medical benefit up to the actual enrollment in single, two-party, or family up to the Kaiser family rate.</p> <p>Retiree Medical for Employees Hired prior to March 31, 2008, and Retire on or after August 1, 2012: Effective Jan. 1, 2012, employees hired prior to March 31, 2008, who retire from the City with 5 years of City service, will receive a retiree medical benefit in accordance with the following: For eligible retirees who are under the age of 65, the City contribution will be equivalent to the active medical premium for the CalPERS Bay Area Region for:</p> <ul style="list-style-type: none"> • Single Coverage: Blue Shield Access HMO • 2-Party Coverage: Blue Shield Access HMO • Family Coverage: Kaiser <p>For eligible retirees who are 65 years of age or older and enrolled in Medicare, the City contribution will be equivalent to the Medicare Supplemental premium for the third highest cost plan in CalPERS Bay Area Region for:</p> <ul style="list-style-type: none"> • Single Coverage • 2-Party Coverage • Family Coverage <p>Employees hired on or after the March 31, 2008 but before January 1, 2012 will receive a retiree medical benefit based on years of service with the City as follows: 10 years of service = an amount equal to 100% of employee only lowest cost premium, less PERS required MEC; 15 years of service = an amount equal to 75% of employee + 1 lowest cost premium, less PERS required MEC; 20 years of service = an amount equal to 100% of employee + 1 lowest cost premium, less PERS required MEC</p> <p>Employees hired on or after January 1, 2012 shall receive the following contributions to a Retirement Health Savings Account based on years of service with the City, in lieu of the Retiree Medical Benefits above: 0-5 YOS = 0.0%; 6-19 YOS = 2.0% of Step E of the Police Officer Classification; 20+ YOS = 2.5% of Step E of the Police Officer Classification.</p>
City of Foster City	
Bargaining Unit	Benefit
All	Employee Service Recognition Plan - for employees who retired prior to October 1, 2007. Years of Service (YOS) 10-14 = \$125/month, YOS 15-19 = \$200 per month, YOS 20-24 = \$275/month, YOS 25+ = \$350/month.
City of Millbrae	
Bargaining Unit	Benefit
Teamster Local 856 Miscellaneous	\$60 per month to the TEAMSTERS Health and Welfare Trust
Management	Hired before 6/1/13: \$1,385.62 (including PEMHCA) to EE's Health Reimbursement Account. Hired on or after 6/1/13: PEMHCA only

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City of Redwood City	
Bargaining Unit	Benefit
SEIU	For workers who have ten (10) years of service and retire under the retirement plan provided by Redwood City, the City shall contribute on behalf of the retiree only (no dependents), a maximum amount toward the health plans equal to the premium paid for an active worker, for the same plan. The City will pay the PEMHCA minimum employer contribution to CalPERS and reimburse the retiree for the remaining difference in premium amount. In accordance with CalPERS regulations, Medicare-eligible retirees shall enroll in Medicare.
Redwood City Management Employees Association (RCMEA)	For workers who have ten {10} years of service and retire under the City's retirement, the maximum City contribution toward health plan coverage shall be equal to the CalPERS Bay Area Kaiser family premium for employee only. The City will pay the PEMHCA minimum employer contribution to Cal PERS and reimburse the retiree for the remaining amount.
Executive Management	For Executive Management employees hired before January 1, 2013 who have five (5) years of service and retire under the City's retirement, the maximum City contribution toward health plan coverage shall be equal to the premium paid for an active employee. For Executive Management employees hired on or after January 1, 2013 who have ten (10) years of service and retire under the City's retirement, the maximum City contribution toward health plan coverage shall be equal to the premium paid for an active employee.
City of San Bruno	
Bargaining Unit	Benefit
Miscellaneous	All employees are required to participate in VEBA. All participants in this VEBA plan are required to contribute at retirement the following: Payout of fifty percent (50%) of unused sick leave or six-hundred (600) hours, whichever is less for those employees who have completed twenty (20) or more years or City service as a full-time employee, or payout of fifty percent 50% of unused sick leave or four-hundred and eighty (480) hours, whichever is less, to all other employees. Participants will pay participant fees (current \$7.50/month) and one-tenth percent (.1%) of the individual account balance annually, paid quarterly.
Mid-Management	All employees are required to participate in VEBA. All participants in this VEBA plan are required to contribute at retirement the following: Payout of fifty percent (50%) of unused sick leave or eight-hundred (800) hours, whichever is less for those employees who have completed twenty (20) or more years or City service as a full-time employee, or payout of fifty percent 50% of unused sick leave or six hundred (600) hours, whichever is less, to all other employees. Participants will pay participant fees (current \$7.50/month) and one-tenth percent (.1%) of the individual account balance annually, paid quarterly.
Management	Retain Teamsters Health and Welfare retiree benefits provided by the Teamsters Health and Welfare Trust Fund to retirees, in an amount and at whatever levels set by the Trust for as long as provided by the Trust to the retirees. Retirees must meet the following: (a) have at least 10 years service with the City of San Bruno; (b) retire at age 50 or older if they are public safety employees, or at age 55 or older if they are other than public safety employees; (c) such retired employees have not received a disability retirement; (d) such employees retire from service and are qualified for retirement benefits under PERS; and (e) such employees were members of this bargaining unit on or before February 1, 1990, or employees of the City of San Bruno on or before February 1, 1990, and were promoted into this bargaining unit after February 1, 1990. Such qualified retirees and qualified dependents will be entitled to reimbursement for Teamsters Health and Welfare retiree benefit "co-payments" from the City, and related dental costs, prescription drug costs and vision care costs, to be paid back to the retiree semi-annually after such payments have been made by the retiree. The City's co-payment and/or reimbursement offer shall terminate upon each and any of the following events: (a) the retiree's death; (b) the retiree returning to employment with the City of San Bruno and qualifying for employee health and welfare benefits; (c) the retiree reaching age 65; and (d) the retiree earning in excess of \$30,000 in any calendar year, as verified on employee's Federal income tax form (excluding spouse's income).

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Coastside County Water District	
Bargaining Unit	Benefit
All	Medical Plan and Vision Plan Coverage: Employees hired before 11/15/2006: District pays 100% of retiree only premium; employees hired after 11/2006 but before 11/1/2008: 50% of Retiree only premium. Spouse and dependents may participate at own expense in both cases. Dental Plan Coverage: Employees hired before 11/15/2006: Before age 65, District pays 100% of retiree only premium, after age 65, retiree, spouse, and dependents may be eligible for COBRA coverage at own expense; employees hired after 11/2006 but before 11/1/2008: before age 65, District pays 50% of Retiree only premium, after age 65, retiree, spouse, and dependents may be eligible for COBRA coverage at own expense. No Retiree Health Benefits are available for employees hired after 11/1/2008.
Menlo Park Municipal Water District	
Bargaining Unit	Benefit
All	City contributes \$133 per month towards retiree health insurances. Employees (EE) hired prior to 05/04/10 who have at least 10 years of continuous years of service with the City and who retire under PERS shall be reimbursed \$100 per month toward retiree's worker only health care premium once EE has exhausted sick leave conversion to retiree health credits.
North Coast County Water District	
Bargaining Unit	Benefit
All	For employees hired on/before 08/18/05, NCCWD will pay a portion or all of the premiums for medical, vision, and dental plans as follows: if employee retires at/after age 55 and has at least 12 years of service, NCCWD will pay 100% of premiums; if employee retires at/after age 50 with at least 15 years of service, NCCWD will pay the premium based on years of service: 15-19 years = 50%, 20-24 years = 75%, 25+ years = 100%. For employees hired on/after 08/19/05 and before 05/16/13, NCCWD will pay some or all of the premiums for medical, dental, and vision insurances as follows: if employee retires at/after age 50 with 15 years of service, NCCWD will pay premiums based on years of service: 15-19 years = 50%, 20-24 years = 75%, 25+ years = 100%. For employees hired on/after 05/16/13, NCCWD will not provide medical, dental, and vision benefits.
Westborough Water District	
Bargaining Unit	Benefit
All	<p>Eligibility:</p> <ul style="list-style-type: none"> Employees who retire from the District after attainment of age 60 (55 or older if employed by 01/01/13) and with 15 years of service. <p>Benefit:</p> <ul style="list-style-type: none"> Employees who retire from the District with 20 years of service, the District will pay 100% of the retiree's premiums and coverage provided will include coverage of a person who is the retiree's spouse or registered domestic partner Employees who retire from the District with 15 but less than 20 years of service, the District will pay 75% of the retiree's premiums and coverage provided will include coverage of a person who is the retiree's spouse or registered domestic partner

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Tuition Reimbursement	
Alameda County Water District	
Bargaining Unit	Benefit
All	Up to \$1,000 per year. In addition, Department Heads receive \$500 per year professional development reimbursement.
City of Burlingame	
Bargaining Unit	Benefit
AFSCME - BAMM	None
AFSCME - Admin and AFSCME - Maintenance	An employee shall be reimbursed for the cost of books, supplies and tuition, and shall not lose pay for time attending class if: 1) the course is required by the City, and/or 2) the Department Head provides written approval prior to the taking of the course.
Department Head	\$2,500 per year for professional development.
City of Foster City	
Bargaining Unit	Benefit
All	\$1,000 per year.
City of Millbrae	
Bargaining Unit	Benefit
Teamster Local 856 Miscellaneous	Up to \$500 per year for job-related courses at accredited institution of learning.
Management	The City will reimburse management employees for tuition while in pursuit of a degree or attending an accredited college or university. This course work or degree must be related to the performance of the management employee's duties. The limit to the amount of reimbursement provided each fiscal year will be no more than the equivalent of two semesters of undergraduate tuition at a California State College. Amount also subject to availability of budgetary funding.
City of Redwood City	
Bargaining Unit	Benefit
All	\$1,500 per year. Executive Management also receives Professional Development Reimbursement up to \$750 per year.
City of San Bruno	
Bargaining Unit	Benefit
All	100% up to San Francisco State University part-time tuition rate
Coastside County Water District	
Bargaining Unit	Benefit
All	None
Menlo Park Municipal Water District	
Bargaining Unit	Benefit
Service Employees International Union (SEIU)	City contributes \$11,200 per year each July to an educational leave and tuition reimbursement fund. City reimburses expenses for tuition, books, lab fees and equipment, and curriculum fees up to a max of \$1,000 per fiscal year.
American Federation State, County, and Municipal Employees (AFSCME)	City contributes \$4,000 per year each July to an educational leave and tuition reimbursement fund. City reimburses expenses for tuition, books, lab fees and equipment, and curriculum fees up to max of \$700 per year.
Executive Management	City contributes \$4,000 per year each July to an educational leave and tuition reimbursement fund. City reimburses expenses for tuition, books, lab fees and equipment, and curriculum fees up to max of \$700 per year.

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North Coast County Water District	
Bargaining Unit	Benefit
All	Up to \$1,000 per year for job-related and preapproved for education expense.
Westborough Water District	
Bargaining Unit	Benefit
All	None