



# Compensation and Classification Study

April 2020

Submitted by

**DELOACH**  
— & ASSOCIATES, INC —

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## **INTRODUCTION**

This Compensation and Classification Study (“Study”) is presented to the Hidden Valley Lake Community Services District (“District”) for use in evaluating its current competitiveness with other agencies of comparable size and scope and in making compensation decisions consistent with the organization’s compensation philosophy. This information is valuable in addressing the District’s current and future needs to attract, retain and reward employees, and to ensure a competent and motivated workforce.

The Study comprised all District employees with the exception of the General Manager who has a separate employee agreement with the Board of Directors. The Board of Director’s and staff provided insight into its organizational structure and its current and future staffing needs as well as plans to optimize existing resources.

The Study focused on appropriately classifying employees based on their current duties and responsibilities, creating career ladders that allow for growth based on knowledge and skills of experienced employees and the alignment of salaries based on the labor market in order to retain current employees and attract new employees in the future.

This Study will summarize the methodology and survey results and provide valuable information providing the Board of Director’s and General Manager with the tools to evaluate and assess potential changes or modifications to the current compensation and benefit plan.

## **PART I – COMPENSATION STUDY AND BENEFIT SURVEY**

### **SURVEY METHODOLOGY**

Hidden Valley Lake Community Services District seeks to have a compensation plan that is competitive with the labor market and provides the ability to attract, retain and motivate employees. The District is located in the community of Hidden Valley Lake, in Lake County, CA. The labor market is established based on the geographic areas from which it would be reasonable to expect candidates would be willing to commute to work. The Consultant performed an analysis of comparable organizations within a 50-mile radius, which included agencies in Lake, Napa, Sonoma, Mendocino, Glenn, Colusa and Yolo Counties.

A number of widely accepted methods were used to establish the work plan relative to the Study. The Consultant performed the data collection and carefully analyzed the position classifications, organizational structure, personnel rules, applicable actions of the Board of Directors and related work performed by other consultants. This Study compares the District's current median pay with that of the identified labor market agencies. The Board of Directors may consider the data and develop recommendations in relation to the organization's competitive posture and whether they will choose to "lead", "lag" or "match" the labor market.

The Study included a survey of employee benefits across all agencies within the labor market focusing on benefits widely accepted within public sector employment. These include retirement or pension benefits, medical, dental, vision, and life insurance. The data developed when coupled with employee wages will provide the Board of Director's a benchmark of its total compensation plan for District employees. The Board of Director's may consider the data and develop recommendations in relation to the organizations competitive posture and whether they will choose to "lead", "lag", or "match" the labor market. Decisions may also be based on the organization's ability to pay.

A component of designing the optimum compensation plan for the District is analyzing the link between the organizational structure and its performance effectiveness. The District has undergone significant change and a detailed assessment of the organizations performance is recommended. The performance capacity of the current organizational structure is integral to our critical path process of initiating a compensation strategy.

**Compensation Study and Benefits Survey Methodology  
Analysis of Data and Recommendations**

1. Analyze and compile salary survey data and compute market median.
2. Compare District's salary structure with those in an established labor market; prepare salary survey report and summary overview describing results.
3. Conduct survey of employee benefits compared to survey agencies; prepare summary report describing results of the District's current position of "Lead, Lag or Match".
4. Identify issues for further analysis and consideration for possible adjustment to the compensation plan for specific positions based on survey results and internal salary relationships.
5. Review, analyze and compile benchmark and best practice data collected from survey agencies to evaluate the effectiveness of the District's compensation plan, organizational structure and service delivery methods.
6. Review, analyze and compile information from the document review, employee interviews, focus groups, and benchmarking to guide the analysis conducted.
7. Identify areas within the current employee position descriptions and compensation plan that may need further analysis to improve organizational efficiency and effectiveness. Areas in which recommendations may be made include salary compaction, the organizational structure of the District, staffing levels and span of control, as well as industry best business practices compared to survey agencies.
8. Prepare and present preliminary report to the Board of Director's; receive feedback and edit as necessary.
9. Prepare a present final report to the Board of Director's and as determined by the Board of Director's to the employees.

## **PARTICIPATING ORGANIZATIONS**

The external survey for the District was conducted utilizing a group of comparable organizations within an identified labor market. Agencies were selected to ensure a representative sample of agencies that provide both water and sewer service. Additional factors taken into consideration in the survey of labor market agencies included the size of the organization, population, and geographical proximity to the District, number of employees, and other labor market considerations.

The Consultant collected data from a variety of resources, including meeting with a focus group comprised of the Interim General Manager, Administrative Assistant/Secretary to the Board of Directors, and Full-Charge Bookkeeper.

The following list of ten (11) agencies were determined to provide the highest degree of job match for survey purposes, and an appropriate balance of representative agencies from the various communities with the 50 mile radius.

The participating agencies include:

City of Vallejo  
City of Napa  
City of Yountville  
City of Santa Rosa  
City of Calistoga  
City of Healdsburg  
Town of Windsor  
Sonoma County Water Agency  
Clearlake Oaks County Water District  
North Marin Water District  
Valley of the Moon Water District

## COMPENSATION SURVEY TERMS

The purpose of the compensation survey is to provide data that may be useful in analyzing the organization's structure and competitive posture within a defined labor market. The following definitions are provided:

### Classification Titles, Descriptions and Job Matching

Each of the District's job descriptions were matched based on job content, rather than title, with each participating organization's comparable position(s). Classifications meeting 60% of the criteria were considered a job match. A blended rate was utilized in situations where two or more job descriptions were considered for the job match, utilizing an appropriate percentage based on the job analysis performed. In cases where the comparable organization's size and structure was larger and included a larger scope of responsibility (e.g. more functions and/ or staffing requiring greater degree of oversight) often associated with higher compensation, a lower level position was selected in the relative job family or a percentage factor adjustment was made to the reported rate as identified on the applicable survey. In cases where there were less than three comparable matches, the survey was found to be "inconclusive."

### Salary Range Minimum and Maximum

The salary range (minimum and maximum) is provided for those organizations that had a comparable position classification based on job content and relevant job factors. The salary minimum represents the minimum or salary low-point within a specific salary range or steps. Conversely, the salary maximum represents the maximum or high-point within a salary range. Where there were no comparable positions, the survey shows "N/M" – no match. In cases where the survey does not result in three or more job matches, the result is deemed "inconclusive."

### Median Salary

The median salary represents the mid-point of the salary distribution of the survey agencies, half representing those whose current salary is less than the District's salary and the remaining half having a higher salary.



**ORGANIZATIONAL DATA**

<b>Agency</b>	<b>Total # of Metered Water Customers</b>	<b>Annual Operating Budget</b>	<b>Total # of Full-Time Employees</b>
<b>HVLCSD</b>	2,481	\$2,973,757	12
City of Vallejo	38,000	\$40,045,588	95
City of Napa	25,000	\$29,764,450	63
City of Santa Rosa	53,000	\$41,189,565	76
City of Calistoga	3,000	\$3,447,065	18
City of Healdsburg	4,880	\$6,215,149	16 (1)
City of Windsor	3,000 (2)	N/R	15
Sonoma County Water Agency	N/R (3)	\$128,8m	115
Clearlake Oaks County Water District	N/R	N/R	N/R
North Marin Water District	21,000	\$26.7m	52
Valley of the Moon Water District	6,881	\$4,291,000	13

Notes:

- (1) City of Healdsburg water service employees shared with public works. Estimated number of employees allocated to water/sewer service is 16.
- (2) City of Windsor staff estimation of total connected services.
- (3) Sonoma County Water District did not provide the total number of metered customers in time to be incorporated in the Study,

**COMPENSATION SURVEY RESULTS**

The survey results shown below indicate the percentage that the District's compensation rates are either ahead, or behind the defined labor market median for each comparable position classification. The labor rates utilized were the rates in effect at the time the Study was conducted, April 2020.

<b>POSITION CLASSIFICATION</b>	<b>+/- DIFFERENCE COMPARED TO LABOR MARKET MEDIAN/AVERAGE</b>  <b>(Based on Hourly Maximum of the Current Salary Range)</b>
Administrative Assistant/Secretary to the Board of Directors	-15.27%
Full Charge Bookkeeper	-20.99%
Senior Accounts Representative	-15.70%
Accounts Representative	-24.39%
Utility Supervisor	-14.48%
Utility Operator II	-6.25%
Utility Operator I	-15.20%
Utility Technician	-29.33%
Water Resource Specialist	-8.95%

## COMPENSATION CONSIDERATIONS

The findings contained in this Study are based on external data collected from the survey agencies taking into consideration the current position descriptions and actual job functions. The external data should be used as a starting point to assign a pay range, with consideration given to aligning classifications within job families. Using the survey results (hourly median), the Consultant identified the closest range in the District's current pay range otherwise known as a "Match" compensation philosophy. (The closest range and step with each survey agency was split between the minimum and maximum hourly rate of pay. The maximum was selected for comparative purposes.) These findings are illustrative only, and subject to change at the direction of the Board of Directors. The Board of Directors may also select a lower or higher hourly rate of pay based on the desired compensation philosophy taking into account employee benefits and the District's financial ability to pay.

<b>Position Classification</b>	<b>Currently Hourly Maximum</b>	<b>Labor Market Hourly Median</b>	<b>% Adjustment to Labor Market Median</b>
Administrative Assistant/Secretary to the Board	\$33.00	\$38.95	15.27%
Full Charge Bookkeeper	\$38.41	\$48.61	20.99%
Senior Accounts Representative	\$29.15	\$34.58	15.70%
Accounts Representative	\$22.19	\$29.35	24.39%
Utility Supervisor	\$44.96	\$52.57	14.48%
Utility Operator II	\$34.91	\$37.24	6.25%
Utility Operator I	\$28.11	\$33.15	15.20%
Utility Technician	\$21.94	\$31.05	29.33%
Water Resource Specialist	\$41.67	\$45.67	8.75%

Changes in employee wages (not benefits) are subject to some volatility over time due to a variety of economic factors and may increase or decrease in relation to the public agency market for similar positions. It is recommended that the Board consider adopting a process to review and modify as necessary employee compensation on an annual or bi-annual basis to eliminate large increases or decreases in employee wages in relation to the market. A "Median Wage Adjustment" program that automatically indexes employee wages to benchmark positions included in this Study would help the District manage future employee compensation expense.

# **COMPENSATION SURVEY DATA SHEETS**

**Position Title: Administrative Assistant/Secretary to the Board of Directors**

Labor Market Agency (Ranked low to high)		Comparable Position Match	Hourly Max.
1	City of Vallejo	Administrative Secretary	\$31.06
2	Sonoma County Water Agency	Administrative Aide	\$32.08
3	City of Yountville	Administrative Assistant II	\$36.67
4	Town of Windsor	Deputy Town Clerk	\$37.24
5	City of Calistoga	Executive Assistant	\$37.91
6	City of Santa Rosa	Deputy City Clerk (1)	\$38.95
7	City of Healdsburg	Deputy City Clerk	\$43.80
8	City of Napa	Administrative Assistant (2)	\$44.73
9	Clearlake Oaks Co. Water Dist.	Admin. Services Manager	\$48.97
10	Valley of the Moon Water District	Administrative/Finance Manager (3)	\$49.56
11	North Marin Water District	District Secretary	\$61.46

HVLCSD Hourly Maximum	Labor Market Hourly Median	HVLCSD % Above/Below Median
\$33.00	\$38.95	- 15.27%

Note:

1. The Deputy City Clerk for the City of Santa Rosa represents the benchmark for this position classification.
2. The comparable position classification for the City of Napa (Administrative Assistant) was less than a 60% match and the hourly rate was adjusted downward by 10%. The position should remain a "benchmark position" with the adjustment.
3. The comparable position classification for the Valley of the Moon Water District (Administration/Finance Manager) was less than a 60% match and the hourly rate was adjusted downward 25%. The position should remain a "benchmark position" with the adjustment.

**Position Title: Full Charge Bookkeeper**

<b>Labor Market Agency</b> (Ranked low to high)		<b>Comparable Position Match</b>	<b>Hourly Max.</b>
1	Clearlake Oaks County Water District	Customer Service Representative Lead	\$36.57
2	City of Healdsburg	Accounting Technician	\$37.76
3	Town of Windsor	Accounting Technician	\$39.11
4	City of Yountville	Accounting Technician II	\$43.24
5	Sonoma County Water Agency	Supervising Accountant	\$48.22
6	City of Santa Rosa	Accounting Services Supervisor	\$49.01
7	City of Napa	Senior Accountant	\$51.97
8	City of Vallejo	Accounting Manager	\$58.64
9	Valley of the Moon Water District	Administrative/Finance Manager	\$61.96
10	North Marin Water District	Senior Customer Services Representative	\$63.54

<b>HVLCSD Hourly Maximum</b>	<b>Labor Market Hourly Median</b>	<b>HVLCSD % Above/Below Median</b>
\$38.41	\$48.61	- 20.99%

Note:

1. The salaries for Sonoma County Water Agency and the City of Santa Rosa combined represent the median for the Full Charge Bookkeeper position.
2. The City of Calistoga had no comparable match for this position.

**Position Title: Senior Accounts Representative**

<b>Labor Market Agency</b> (Ranked low to high)		<b>Comparable Position Match</b>	<b>Hourly Max.</b>
1	Sonoma County Water Agency	Senior Account Clerk	\$28.38
2	City of Vallejo	Sr. Customer Services Rep.	\$28.84
3	Clearlake Oaks County Water District	Customer Services Representative II	\$31.43
4	City of Healdsburg	Accounting Assistant II	\$32.57
5	City of Calistoga	Sr. Accounting Assistant	\$33.98
6	City of Santa Rosa	Sr. Customer Service Rep.	\$34.58
7	Town of Windsor	Accounting Specialist	\$34.60
8	Valley of the Moon Water District	Sr. Administrative Specialist	\$37.42
9	City of Napa	Accounting Technician	\$38.20
10	City of Yountville	Accounting Technician II	\$43.23

<b>HVLCSD Hourly Maximum</b>	<b>Labor Market Hourly Median</b>	<b>HVLCSD % Above/Below Median</b>
\$29.15	\$34.58	- 15.70%

Note:

1. The salaries for City of Vallejo and the City of Santa Rosa combined represent the median salary for the Senior Accounts Representative

**Position Title: Accounts Representative**

Labor Market Agency (Ranked low to high)		Comparable Position Match	Hourly Max.
1	Clearlake Oaks County Water District	Customer Service Representative I	\$18.94
2	City of Vallejo	Customer Service Representative	\$24.88
3	Sonoma County Water Agency	Accounting Clerk II	\$25.74
4	City of Napa	Account Clerk I	\$28.64
5	City of Santa Rosa	Customer Service Rep.	\$29.13
6	City of Healdsburg	Accounting Assistant I	\$29.57
7	City of Calistoga	Accounting Assistant	\$32.57
8	Valley of the Moon Water District	Administrative Specialist	\$33.95
9	Town of Windsor	Accounting Specialist	\$34.60
10	North Marin Water District	Receptionist/Cashier	\$36.21
11	City of Yountville	Accounting Technician	\$39.29

HVLCSD Hourly Maximum	Labor Market Hourly Median	HVLCSD % Above/Below Median
\$22.19	\$29.35	- 24.39%

Note:

1. The salaries for the City of Napa and the City of Healdsburg combined represent the median salary for the Accounts Representative.
2. The City of Calistoga did not respond to survey requests for this position.



**Position Title: Utilities Supervisor**

Labor Market Agency (Ranked low to high)		Comparable Position Match	Hourly Max.
1	Town of Windsor	Senior Water System Operator	\$41.06
2	Sonoma County Water Agency	Water Agency Maintenance Supervisor	\$42.22
3	City of Healdsburg	Utilities Maintenance Superintendent	\$49.18
4	City of Santa Rosa	Utility System Supervisor	\$49.73
5	City of Yountville	Public Works Supervisor	\$50.70
6	City of Vallejo	Asst. Water Distribution Superintendent	\$54.45
7	City of Calistoga	Maintenance Superintendent	\$54.29
8	North Marin Water District	Water Distribution & Treatment Plant Operator	\$55.93
9	Valley of the Moon	Water System Manager	\$63.47
10	City of Napa	Water Quality Manager	\$67.99

HVLCSD Hourly Maximum	Labor Market Hourly Median	HVLCSD % Above/Below Median
\$44.96	\$52.57	- 14.48%

Notes:

1. The salaries for the City of Yountville and the City of Vallejo combined represent the median salary for the Utility Supervisor position.
2. The Clearlake Oaks County Water District did not respond to survey requests for this

**Position Title: Utility Operator II**

<b>Labor Market Agency</b> (Ranked low to high)		<b>Comparable Position Match</b>	<b>Hourly Max.</b>
1	Clearlake Oaks County water District	Distribution & Collections Operator II	\$33.19
2	City of Vallejo	Senior Water Distribution Technician	\$34.29
3	City of Napa	Water Facilities Worker II	\$34.34
4	City of Santa Rosa	Utilities System Operator II	\$35.44
5	Sonoma County Water Agency	Water Agency Senior Maintenance Worker	\$36.82
6	Town of Windsor	Water System Operator II	\$37.24
7	City of Calistoga	Senior Maintenance Technician	\$37.46
8	City of Healdsburg	Utility Worker II	\$37.94
9	City of Yountville	Water System Maintenance Worker II	\$42.74
10	North Marin Water District	Assistant Water Distribution & Treatment Plant Operator	\$44.91
11	Valley of the Moon Water District	Water System Operator III	\$46.78

<b>HVLCSD Hourly Maximum</b>	<b>Labor Market Hourly Median</b>	<b>HVLCSD % Above/Below Median</b>
\$34.91	\$37.24	- 6.25%

Note:

1. The Water System Operator II for the Town of Windsor represents the benchmark for this position classification.

**Position Title: Utility Operator I**

Labor Market Agency (Ranked low to high)		Comparable Position Match	Hourly Max.
1	Clearlake Oaks County water District	Distribution & Collections Operator I	\$24.63
2	City of Vallejo	Water Maintenance Worker I	\$26.14
3	Sonoma County Water Agency	Water Agency Maintenance Worker II	\$30.94
4	City of Santa Rosa	Utility Systems Operator I	\$31.19
5	City of Healdsburg	Utility Worker I	\$32.52
6	City of Calistoga	Maintenance Technician II	\$33.15
7	Town of Windsor	Water System Operator I	\$33.78
8	City of Yountville	Water System Maintenance Worker I	\$35.16
9	North Marin Water District	Laborer	\$35.86
10	City of Napa	Water Service Worker	\$36.76
11	Valley of the Moon Water District	Water System Operator II	\$42.63

HVLCSD Hourly Maximum	Labor Market Hourly Median	HVLCSD % Above/Below Median
\$28.11	\$33.15	- 15.20%

Note:

1. The Maintenance Technician II for the City of Calistoga represents the benchmark for this position classification.

**Position Title: Utility Technician**

Labor Market Agency (Ranked low to high)		Comparable Position Match	Hourly Max.
1	Clearlake Oaks County Water District	Utility Technician	\$17.50
2	Sonoma County Water Agency	Water Agency Maintenance Worker I	\$24.87
3	City of Vallejo	Water Maintenance worker I	\$26.14
4	City of Calistoga	Maintenance Technician I	\$30.07
5	City of Napa	Water Facilities I	\$30.21
6	City of Yountville	Utility Operator In Training (O.I.T.)	\$31.89
7	Town of Windsor	Utility Maintenance Worker I	\$32.16
8	Valley of the Moon Water District	Water Field Service Representative	\$32.61
9	City of Santa Rosa	Utilities Technician	\$34.85
10	North Marin Water District	Laborer	\$35.86

HVLCSD Hourly Maximum	Labor Market Hourly Median	HVLCSD % Above/Below Median
\$21.94	\$31.05	- 29.33%

Note:

1. The salaries for the City of Napa and the City of Yountville combined represent the median salary the Utility Technician.
2. The City of Healdsburg had no comparable match for this position.

**Position Title: Water Resource Specialist**

Labor Market Agency (Ranked low to high)		Comparable Position Match	Hourly Max.
1	City of Calistoga	Water Conservation Specialist	\$28.94
2	Sonoma County Water Agency	Water Agency Resource Program technician II	\$35.44
3	City of Napa	Water Conservation Specialist	\$40.45
4	City of Santa Rosa	Sustainability Representative	\$45.67
5	City of Healdsburg	Public Information & Community Outreach Coordinator	\$46.78
6	City of Vallejo	Environmental Services Manager	\$51.09
6	Town of Windsor	Environmental Programs Manager (1)	\$51.09
7	North Marin Water District	Water Conservation Coordinator	\$70.51

HVLCSD Hourly Maximum	Labor Market Hourly Median	HVLCSD % Above/Below Median
\$41.67	\$45.67	- 8.75%

Notes:

1. The Sustainability Representative for the City of Santa Rosa represents the benchmark for this position classification.
2. The comparable position classification for the City of Windsor (Environmental Programs Manager) was less than a 60% match and the hourly rate was adjusted down 10%. The position should remain a "benchmark position" with the adjustment.
3. The Valley of the Moon Water District and Clearlake Oaks County Water District did not have a comparable match for this position.
4. The City of Yountville did not respond to survey request for this position.

## **BENEFITS SURVEY**

Hidden Valley Lake Community Services District provides a range of benefits to all full-time employees and seeks to develop a compensation plan that is competitive with the labor market and provides the ability to attract, retain and motivate employees. Employee benefits when coupled with direct wages or salary represent the total compensation plan for all eligible employees. While most public agencies provide many of the same benefits, differences exist based on the individual agency including employer contributions levels to specific benefits. Employee contributions to benefit costs vary from agency to agency. The following benefits are provided to all eligible District employees.

Cal-PERS (Pension/Retirement)  
Medical Insurance  
Dental Insurance  
Vision Insurance  
Life Insurance

Other employer provided benefits:

*Deferred Compensation – Employee contribution*  
*Tuition Reimbursement – Reimbursement of actual expense*  
*Holiday Pay*  
*Paid Vacation – Based on years of service*  
*Paid Sick-Leave – Based on years of service*

For purposes of the benefits survey the primary employer provided benefits of retirement (pension), medical, dental, vision and life insurance were included in the survey. A benefit comparison for each of the survey agencies is included on the following data sheets.

**Cal-PERS Pension Retirement**

Agency	Plan Benefit	Employee Contribution
HVLCSO	PERS Classic: 2.5% @ 55 New employees: 2% @ 62	Employees pays 8% (Classic) Employee pays 6.75% (PEPRA)
City of Vallejo	PERS Classic: 2% @ 55 New employees: 2% @ 62	Employee pays 8% plus 1% of employer share (9%) New employee pays 6.25%
City of Napa	PERS Classic: 2.7% @ 55 and 2% @ 60 New employees: 2% @ 62	Classic employee pays 12.5% and 11.5%. New employees 4% plus ½ of full cost (10.75%)
City of Santa Rosa	PERS: Tier I: 3% @ 60% Tier II: 2.5% @ 55 Tier III: 2% @ 62	Employee pays 10.5% Employee pays 10.5% Employee pays 6.25%
City of Calistoga	PERS Classic: 2.5% @ 55 New employees: 2% @ 62	Employees pays full employee portion
City of Healdsburg	PERS Classic: 2.5% @ 50 New employees: 2% @ 60	Employee pays 7% Employee pays 9%
City of Windsor	PERS Classic: 2.5% @ 55 New employees: 2% @ 62	Employees contribute 3%
Sonoma Co. Water Agency	County pension system Tier I: 3% @ 60 Tier II: 2% @ 62 Tier III: 2.5% @ 67	No employee contribution
Clearlake County Water District	N/R	N/R
North Marin Water District	PERS Classic: 2.5% @ 55 New employees: 2% @ 62	Employee contribution not defined (*)
Valley of the Moon Water District	PERS Classic: 2.5% @ 55 New Employees: 2% @ 62	Employee contributes 7%
City of Yountville	PERS Classic: 2.7% @ 55 and 2% at 55. New employees: 2% @ 62	Classic employees pay 8% and 7%. New employees pay 6.75%

**Medical Insurance Plan – Agency Contribution to Any Plan**

Agency	Coverage and Contribution
HVLCS D	District pays 100% of medical – premium only
City of Vallejo	Cafeteria Plan offered to all full-time employees. City pays 75% of family plan coverage employee pays 25%
City of Napa	Cafeteria Plan offered to all full-time employees. City contributes \$500.00/month towards any plan
City of Santa Rosa	Cafeteria Plan offered to all full-time employees. City contribution of \$1,875 per month
City of Calistoga	Cafeteria Plan offered to all full-time employees. City pays 90% and employee pays 10%
City of Healdsburg	City pays 100% of lowest cost medical plan. Employee pays the difference for more expensive plans
City of Windsor	City offers three plans and pays 85% and employee pays 15%
Sonoma County Water Agency	County contribution of \$1,980 per month: approx. 80% - (maximum for family plan)
Clearlake County Water District	N/R
North Marin Water District	Participates in CalPERS Medical Insurance. Employer pays 80% and employee pays 20%
Valley of the Moon Water District	Employer pays 100% of employee medical and a percentage of family coverage
City of Yountville	Employees hired prior to 1/1/2011 – 100% paid for by City, 90% for employees hired after 2011

Note: Average non-HVLCS D employee contribution: Between 10% - 33% of basic medical plan



**Dental/Vision Insurance Plan – Agency Contribution to Any Plan**

Agency	All employees
HVLCS D	District pays 100% of dental and vision plan coverage
City of Vallejo	City pays 100% of plan coverage
City of Napa	City pays 85% and employee pays 15% of plan coverage
City of Santa Rosa	City contributes \$176.72 per month per employee towards both dental and vision
City of Calistoga	City pays 100% of plan coverage
City of Healdsburg	City pays 100% of plan coverage
City of Windsor	City pays \$1,500 per employee per year for dental. City pays 100% of vision coverage
Sonoma County Water Agency	County pays @118.44 per month for dental and \$15.70 per month for vision for each employee
Clearlake County Water District	N/R
North Marin Water District	City pays \$1,500 per employee per year for dental. City pays \$184 per year per employee for vision coverage
Valley of the Moon Water District	District pays 100% of dental and vision plan coverage
City of Yountville	City pays 100% of dental and vision plan coverage

Note: Four of the survey agencies pay 100% of employee dental and vision coverage with the City of Windsor paying 100% of vision coverage only. Average non-HVLCSD employee contribution: 15% - 25%.

**Life Insurance Plan – Agency Contribution to Any Plan**

Agency	All Employees
HVLCSO	\$50,000 term policy. Premium paid for by the District
City of Vallejo	Coverage equal to two (2) times the annual employee salary up to \$250,000. Premium paid for by the City
City of Napa	\$50,000 term policy. Premium paid for by the City
City of Santa Rosa	\$20,000 term policy. Premium paid for by the City
City of Calistoga	\$50,000 term policy. Premium paid for by the City
City of Healdsburg	Non-responsive
City of Windsor	\$100,000 term policy. Premium paid for by the City
Sonoma County Water Agency	Coverage equal to one (1) times the annual salary. Premium paid for by the Agency
Clearlake County Water District	N/R
North Marin Water District	Coverage equal to one (1) times the annual employee salary. Premium paid for by the District
Valley of the Moon Water District	District contributes \$50.00 per month for term life insurance
City of Yountville	\$150,000 term policy. Premium paid for by the City.

Note: All agencies surveyed allow employee to purchase additional insurance at employee cost (payroll deduction).

## **EMPLOYEE BENEFIT CONSIDERATIONS**

The increasing cost of employer provided benefits and specifically their long-term pension obligation, medical and retiree medical expenses, is having an effect on the overall cost-of-service for many organizations. In recent years agencies have modified their compensation practice to include strategies that reduce the employer short-term and long-term financial impacts with accommodations for current employees. The District provides a generous benefit package to its employees; however, the benefit survey indicates that it is not excessively so in relation to other survey agencies. A two-tier plan that requires a modest employee contribution or caps benefits for current employees and requires new employee (hired after a date certain) to make a contribution towards their pension and medical cost (including retiree medical) should be considered.

## PART II – CLASSIFICATION STUDY

### **CLASSIFICATION STUDY METHODOLOGY**

The District seeks to have a job classification plan that accurately reflects the duties, responsibilities, and essential functions of each position. The work of employees in each position should be consistent with the assigned classifications and job specifications. As part of the Study the Consultant independently evaluated each position and position title to determine if the positions were properly classified on the scope of responsibility, span of control, knowledge, skills and abilities, any special requirements including licenses and certification needed by employees. It is reasonable to assume that some position classifications will have limited comparable market data such as differences in operational performance needs and operational size, differences in the size of the organization and span of control or, the position is unique to the District and not found with other agencies. Further, the Consultant prepared recommendations for new job classifications and/or job titles for some positions based on key job factors and distinguishing characteristics.

A number of widely accepted job analysis methods were used to establish the work plan and to achieve greater validity and acceptability of the study findings. The Consultant initially conducted planning discussions with the Interim General Manager, Administrative Assistant/Secretary to the Board of Directors, Full Charge Bookkeeper and the Utility Supervisor to clarify the objectives of the Study and the positions to be reviewed. As part of the Study, the Consultant prepared customized Position Descriptions Questionnaires (“PDQ’s”), conducted an orientation session with all District employees, analyzed the completed questionnaires, and reviewed the PDQ’s with the Supervisor for all affected positions.

In conjunction with the PDQ, the Consultant reviewed the District’s organization chart, employee classification plan and salary ranges. The Consultant interviewed all incumbents individually to obtain detailed information about work requirements and the nature of supervision exercised and received. Job descriptions were analyzed to determine if alignment existed between employee job functions and the description of duties and responsibilities.

**Classification Study Methodology  
Organizational Staffing Analysis/Job Analysis**

1. Conduct project planning meeting with District Representatives to review scope of work.
2. Receive District's current job descriptions in electronic format; create customized individual Position Description Questionnaires (PDQ's) for employees and supervisors related to job content.
3. Provide information request to District representatives to obtain documentation to be used in the analysis of the staffing plan. Documents included organizational charts, staffing information, work plans, technology plans, performance and workload indicators, policies and procedures, etc.
4. Conduct orientation session with employees and supervisors to overview the scope of work and to disseminate PDQ's.
5. Receive and review employee completed PDQ's; prepare specific questions and meet with incumbent employees based on their individual PDQ.
6. Conduct individual meetings with Interim General Manager, Administrative Assistant/Secretary to the Board of Directors, Full Charge Bookkeeper and Utility Supervisor. Interviews will provide perspective on workload distribution, staffing reporting relationships, policies and procedures, service levels and performance data, use of technology, and other factors impacting service delivery.
7. Review and evaluate PDQ's, interview notes and other organizational data provided by the District; analyze for knowledge, skill, ability, education and experience relevance, conformity with ADA language relative to essential job functions (including physical requirements); develop classification recommendations as needed (add new, delete, consolidate, title change and/or reclassify).
8. Discuss and finalize job description format with District; develop new job descriptions as needed for all classifications in the Study. (Not In Contract)
9. Meet with District Representatives to review proposed changes to the classification plan, organizational structure and employee allocation recommendations. Propose modifications to current position descriptions.
10. Prepare and present preliminary report to committees of the Board of Directors, receive feedback and edit as required for presentation to the full Board of Directors.

**POSITION CLASSIFICATIONS and JOB TITLES**

The classification study utilized the current organizational structure and position classifications/titles when conducting the external survey of the approved survey agencies. The District’s employee job classifications were surveyed primarily based on job content and responsibilities rather than the individual job title alone. Each position classification was independently evaluated to determine if the positions were appropriately classified based on the scope of responsibility, types of knowledge, skills and abilities, education and required certifications and/or licenses. Position classifications are key to evaluating comparable compensation within like or similar positions in the labor market.

Based on the results of the external survey and internal analysis of the position classifications, three of the current position classifications and position titles would need to be changed to align with classifications typically associated with industry standards and generally accepted utility practice. These are shown in the chart below.

<b>CURRENT POSITION CLASSIFICATION</b>	<b>PROPOSED POSITION CLASSIFICATION</b>
General Manager (Not included in Study)	No Change
Administrative Assistant/Secretary to the Board of Directors	Administrative Services Manager
Full Charge Bookkeeper	Accounting Supervisor
Senior Accounts Representative	No Change
Accounts Representative	No Change
Utility Supervisor	Operations Manager
Utility Operator II & Utility Operator I	No Change
Utility Technician	No Change
Water Resource Specialist	No Change

As noted in the chart above, three positions are proposed to be reclassified to more accurately reflect and align with their actual duties and responsibilities. The duties assigned to each position are consistent with the current position description requirements, and include additional responsibilities identified in the Position Description Questionnaire, and verified by an immediate supervisor where appropriate, and found to be consistent with positions included in the labor market survey requiring similar or identical responsibility. The District is a small agency requiring employees to assume a broader range of responsibilities including responsibility for program or project management and staffing oversight. The justification and description requirements of the positions proposed for reclassification are as follows:

### **Analysis of Administrative Assistant/Secretary to the Board of Directors**

The Administrative Assistant/Secretary to the Board of Directors (“Administrative Assistant”) manages or assists with most administrative service functions and programs and performs a variety of complex duties and functions that extend beyond that of the current position description. The core responsibilities related to management and administration of activities of the Board of Directors, public meetings and support for the General Manager are the primary function of the position. In smaller organizations, duties and responsibilities often crossover into other functional areas to efficiently manage the needs of the organization. The number of comparable position classifications can be limited. The Administrative Assistant manages and assumes a number of duties that include human resource and personnel administration and is the primary employee contact for all human resource related issues. Similarly, the position supports several functions typically associated with a finance or engineering support function such as management of customer liens, retention management of records and legal documents, workers compensation matters, employee injury reports, employee licensing and credentials, and new employee on-boarding. Many agencies of similar size and scope outsource the complex and technical human resource functions and consideration should be given to doing so in this case. A contract for these services will need to be managed by a District employee and there will continue to be routine or non-complex employee personnel issues that should be assigned to a full-time District employee. In this instance the Administrative Assistant position should be reclassified to reflect the actual scope of responsibilities and consideration given to a change in the position title. The survey of market agencies reflects a variety of position titles, however the title of Administrative Services Manager most closely aligns with the needs of the position.

### **Full Charge Bookkeeper**

The review of position classifications for similar and related positions from each of the survey agencies found that there were no matches for the Full Charge Bookkeeper (“Bookkeeper”) job title. There were however a number of position descriptions that were a match for the current position description. The current position is the senior most position dealing with all aspects of the District’s finances and provides various financial and treasury reports to the Board of Directors as required. The position supervises and oversees all aspects of the District’s financial management systems including budget, banking, accounts payable and receivable, payroll administration, rate management, investments and customer account management. The Bookkeeper is the primary position in the current organizational structure for all issues related to customer accounts that are not handled by the Account Representative. The current organizational structure indicates that the Senior Account Representative reports directly to the General Manager, although in practice the Bookkeeper supervises the activities of both the Senior Accounts Representative and the Accounts Representative. Consideration should be given to reclassifying and retitling the Bookkeeper position to Accounting Supervisor and creating a job family or series with the Senior Accounts and Accounts Representative positions reporting to the Accounting Supervisor.

### **Utility Supervisor**

The Utility Supervisor is the most senior operational position in the District and reports directly to the General Manager. The position requires extensive experience and knowledge of all aspects of the Districts water and wastewater operations including critical aspects of customer service, budget and administration. This extends to direct interaction with members of the Board of Directors and the public. In the absence of the General Manager this position is frequently called upon to provide guidance and direction to staff and as needed for the General Manager and Board of Directors. Consideration should be given to reclassifying the position to Operations Manager to reflect the senior management responsibilities inherent in the position and provide greater support for all aspects of District operations. To provide for greater continuity of leadership of the District, the reclassification of

the position would include the additional responsibility of serving in a temporary capacity in the absence of the General Manager.

The compensation analysis did not take into consideration an allowance for the expanded duties and responsibilities of the Utilities Supervisor assuming a higher management role in an 'acting' or temporary capacity. The common practice is to make an adjustment of 15% in the hourly rate for the period of time the Utility Supervisor would be serving in the temporary role. The alternative and recommended approach would be to modify the current position classification plan consistent with rational noted above and modify the compensation to reflect the permanent role and responsibility. A minimum of a 10% adjustment would be warranted.

## **ORGANIZATIONAL STRUCTURE AND STAFFING PLAN**

The current organizational structure (organization chart) reflects the current operational practice of all employees reporting directly to the General Manager with the exception of the Operator and Utility Technician job classifications. (The current organization chart is shown as Exhibit A of the Study). The Operator position classification is currently the only classification that reflects a defined job series, (Operator II and Operator I). A job series within a specific position classification provides for increased performance management while promoting career development and growth. The current organization structure is represented on the following page.

The Study did not evaluate the performance characteristics of the current organizational structure although an alternative organizational structure developed by the staff and Board of Directors is currently under consideration. The Consultant has reviewed this alternative structure and believes that the District will be able to modify the plan of organization and incorporate new or revised position descriptions that create improved span of control and performance management. The proposed organizational structure incorporating these changes is included as Exhibit B.



**Exhibit A**

2019 ORGANIZATIONAL CHART

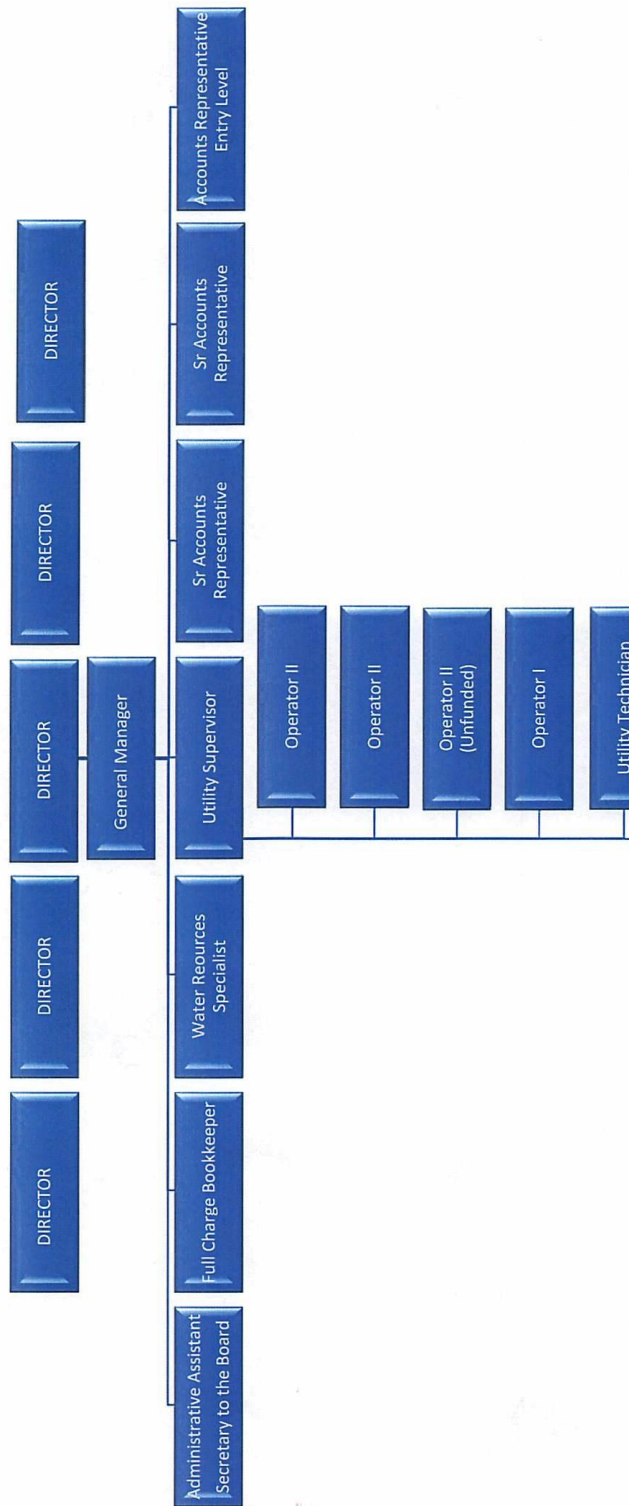
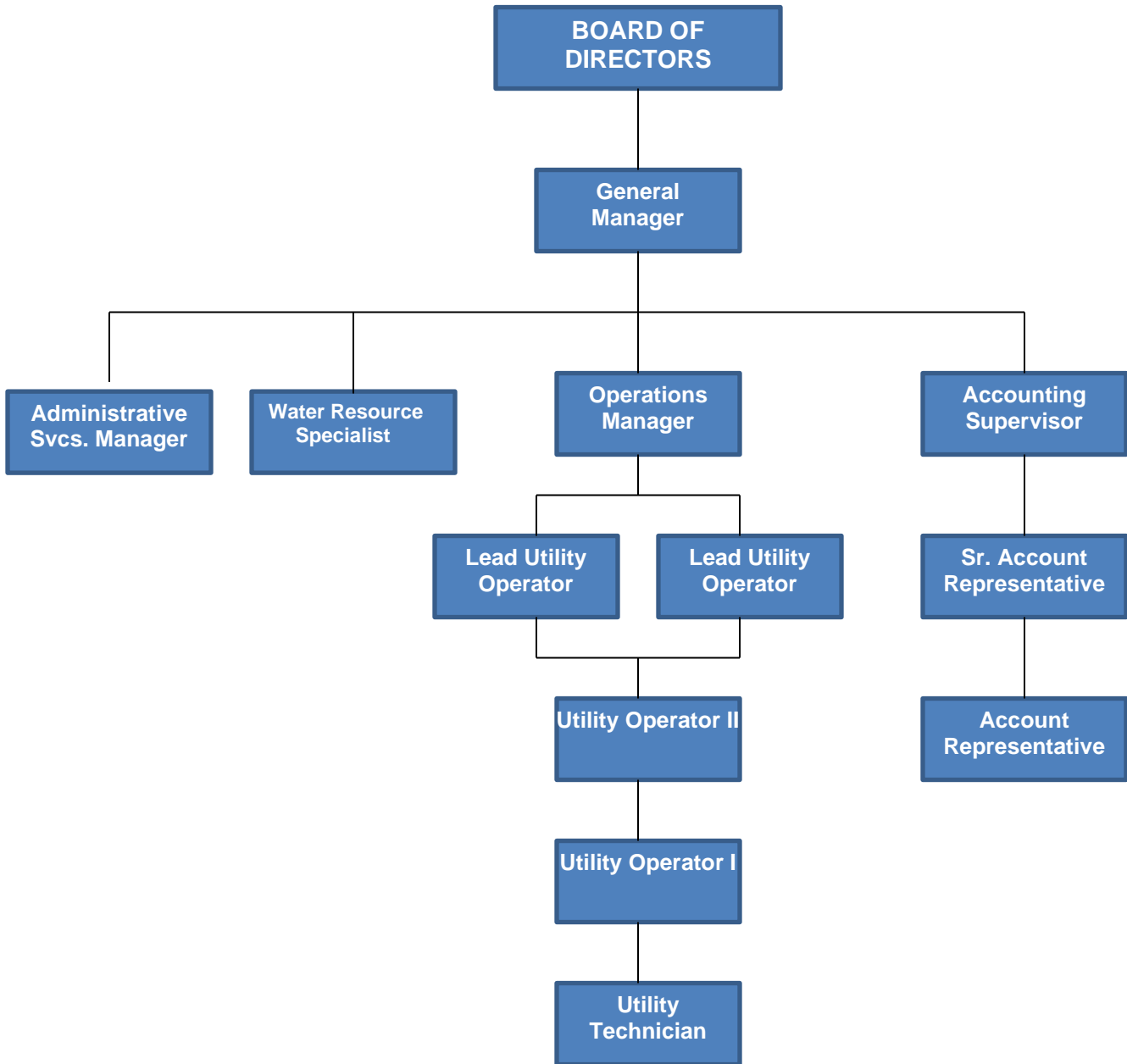


Exhibit B

**PROPOSED ORGANIZATIONAL STRUCTURE**



**Proposed new job series:** Utility Operator and Account Representative