

**BRYCE  
CONSULTING**

**GEORGETOWN DIVIDE PUBLIC UTILITY DISTRICT  
2011 TOTAL COMPENSATION STUDY**

Prepared By  
Bryce Consulting, Inc.  
3436 American River Drive, Ste. 7A  
Sacramento, CA 95864  
916-974-0199



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FINAL

## TABLE OF CONTENTS

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Section I	Project Overview	3
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Section II	Compensation Survey Parameters	4
------------	--------------------------------	---

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Section III	Compensation Survey Results	11
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Section IV	Salary Setting Methodology	27
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### Appendices

Appendix A – Detailed Datasheets

## **SECTION I - PROJECT OVERVIEW**

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Bryce Consulting was retained by the Georgetown Divide Public Utility District to conduct a comprehensive compensation study for District classifications. The data was collected in April and May of 2011. This report presents the compensation survey results and includes:

- Section I      Project Overview
- Section II     Compensation Survey Parameters
- Section III    Compensation Survey Results
- Section IV    Salary Setting Methodology

### **STUDY OBJECTIVES**

The study consisted of the following objectives:

- Develop and recommend the labor market agencies and job classes to survey.
- Collect and analyze base salary and benefit survey data for the selected survey classes.
- Develop a salary plan for all classes in the District using market data and internal relationships to ensure consistency with the labor market and internal equity within the organization.

## SECTION II – COMPENSATION SURVEY PARAMETERS

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This section of the report presents the compensation survey parameters and includes:

- Selection of labor market employers and survey classes
- Survey scope
- Survey methodology

### SURVEY EMPLOYERS

The overall objective in selecting survey employers is to define as accurately as possible the District's "Labor Market". A labor market consists of those employers with whom the District competes with for employees. The criteria typically utilized in identifying those employers includes the following:

- **EMPLOYER SIZE** - As a general rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, agencies of similar size to Georgetown Divide Public Utility District are likely to have departmental structures and organization of positions more similar to the District than organizations that are significantly larger or smaller in size.
- **GEOGRAPHIC PROXIMITY** - Geographic proximity is another factor utilized in identifying an appropriate labor market. This factor is particularly important because it identifies those employers that the District must directly compete with to recruit and retain quality staff.
- **NATURE OF SERVICES PROVIDED** - As a general rule similar organizations are selected as survey employers, because they provide similar services. This is important for the following reasons:
  - Employers who provide similar services are most likely to compete with one another for employees.
  - These employers are most likely to have comparable jobs.
  - These employers are most likely to have similar organizational characteristics.

While some survey agencies may not meet all of the criteria, it is important to have a balanced labor market.

## **RECOMMENDED LABOR MARKET**

**Table 1**, on the following pages, displays the survey agencies, based on the above considerations. These agencies are geographically proximate, are competitors for staff, and/or provide similar services.

## **SURVEY CLASSES**

Survey classes are a representative sample of all classes within the District's classification plan, and provide a reference point for the subsequent salary determinations for the classifications not surveyed. The number of classifications selected to survey is somewhat dependent on the number of classifications a particular agency has within their classification plan. For instance, a smaller agency may have nearly all of the classifications selected for survey while a larger organization may have only one-third to one-half of the classifications within their organization surveyed, as larger organizations often have stronger internal relationships between classifications; whereas a smaller organization may face challenges in developing internal ties due to the limited number of similar classifications. Survey classifications should generally be selected utilizing the criteria outlined below.

- The survey classifications should have a significant relationship to other classes in their occupational group. This ensures that they will make good reference points in relating and establishing salaries for other classes within their occupational group.
- They should be reasonably well known and able to be clearly and concisely described. This enables the employer to more easily communicate with survey employers in establishing accurate comparabilities for the survey classes.
- They should be classes for which counterparts can readily be found in other agencies so that sufficient compensation data can be gathered.

**Table 2** displays the survey classifications based on the above criteria. It should be noted that the higher in the organization a classification is, the more difficult it can be to find comparable data in the labor market as the duties assigned to managers are based on how the individual organization is structured and even for those agencies that provide similar services, the scope assigned to the managers may vary significantly. Therefore, for the classifications of Operations Manager/Planner, for the purpose of collecting sufficient data, the focus was more on finding a classification whereby the incumbent in the survey agencies' classification would possess the qualifications the District desires should it recruit for the class. For the classification of Operations Manager/Water Quality, it was difficult to find a classification in the survey agencies that would be qualified to promote to the position. The classification requires a Bachelor's degree, registration as an Environmental Health Specialist and a Water Treatment Operator Grade 3 and Water Distribution Operator Grade 2

certification. With respect to the survey agencies, many of the classes responsible for supervising plant operations have a higher level Water Treatment Operator certification but do not require a Bachelor's degree and do not require registration as an Environmental Health Specialist; therefore, insufficient data was collected. With respect to the Business and Finance Manager, in some instances, the survey classification that was selected as comparable was a division manager as opposed to a department head. For instance, the Finance Manager and El Dorado Irrigation District has Finance, Fleet, Meter Repair and Billing under it, which is broader than the Business and Finance Manager classification's responsibility. Therefore, the Accounting Manager was selected.

<b>TABLE 1</b>				
<b>Agency</b>	<b>Services</b>	<b>Approx. # of Employees</b>	<b>Approx. Distance from GPUD</b>	<b>Location</b>
<b>GDPUD</b>	<b>Irrigation Water Water Treatment Water Distribution Wastewater Collection</b>	<b>24</b>	<b>---</b>	<b>Georgetown</b>
Amador Water Agency	Water Treatment Water Distribution Wastewater Collection (leach field)	46	44	Sutter Creek
El Dorado Irrigation District	Irrigation Water Water Treatment Water Distribution Hydroelectric	250	20	Placerville
Groveland CSD	Water Treatment Water Distribution Wastewater Collection Wastewater Treatment	33	110	Groveland
Nevada Irrigation District	Irrigation Water Water Treatment Water Distribution Hydroelectric	180	42	Grass Valley
North Tahoe PUD	Water and Sewer	44	99	Tahoe Vista
Paradise ID	Irrigation Water Water Distribution	39	101	Paradise

<b>TABLE 1</b>				
<b>Agency</b>	<b>Services</b>	<b>Approx. # of Employees</b>	<b>Approx. Distance from GPUD</b>	<b>Location</b>
Placer County Water Agency	Irrigation Water Water Treatment Water Distribution Hydroelectric	180	20	Auburn
San Juan Water District	Water Treatment Water Distribution	40	36	Granite Bay
Solano Irrigation District	Irrigation Water Water Treatment Water Distribution Hydroelectric	98	85	Vacaville
Stockton East WD	Water Treatment Water Distribution Irrigation	37	103	Stockton
Tahoe City PUD	Water Distribution Sewer Collection Parks and Recreation	40	98	Tahoe City



<b>TABLE 2</b>
<b>Survey Classifications</b>
Administrative Aide II
Business/Finance Manager
Canal Operator II
Distribution Operator II
Distribution Supervisor
General Manager
Maintenance Supervisor
Maintenance Worker II
Operations Manager/Planner
Wastewater Technician II
Operations Manager/Water Quality
Water Treatment Plant Operator (Grade 3)

### **SURVEY SCOPE**

The scope of the survey included the labor market agencies presented in this report. The data collected for each survey class included:

- Title of each comparable class
- Base Salary
- Longevity Pay
- Employee's Share of Retirement Paid by Employer
- Deferred Compensation Contribution Made by Employer
- Retirement Practices (plan, benefits, formula, employer rate)
- Employer Contribution to Paid Insurances (cafeteria, health, dental, vision and life insurance)
- Participation in Social Security
- Whether the Agency Pays the Employee's Share of Social Security
- Paid Leave (holiday, sick, vacation, management/administrative)
- Retiree Health Contribution

### **SURVEY METHODOLOGY**

The survey methodology utilized by Bryce Consulting included:

- An initial telephone call to each labor market employer to explain the purpose and scope of

the survey and to confirm cooperation.

- A survey sent to each labor market employer that included a listing of the survey classifications and descriptions of those classifications surveyed, plus a detailed questionnaire for collecting the salary and benefit data.
- The agencies' websites were utilized to collect salary and benefit data and to compare job descriptions, where available.

In addition to the collection of base salary and benefit information, careful efforts were made to review the full-range of duties and requirements of the job classes determined to be comparable to the District's classes. This included the collection of:

- Reporting relationships
- Functional areas of responsibility
- The class's relationship to other classes in the series

For each classification using maximum base salary, total cash, and total compensation as the basis of comparison, the District's position was compared to the labor market mean for each survey classification as well as the percentage that the District is above or below the labor market.

## SECTION III – COMPENSATION SURVEY RESULTS

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This section of the report presents the compensation survey findings including base salary, total cash, and total compensation. In addition, miscellaneous benefit data is presented including cost of living information, retirement practices, leave benefits, and retiree health benefits. As indicated in the previous section, the survey involved the collection of compensation information for each of the survey classes from the labor market employers identified. Of the 11 public employers surveyed, all were able to participate in the study process with the exception of North Tahoe PUD who did not respond after several requests. **Table 3** displays the comparability for each survey classification.

<b>TABLE 3 Comparability</b>	
<b>Survey Classification</b>	<b>Number of Comparable Matches</b>
Administrative Aide II	10
Business/Finance Manager	10
Canal Operator II	5
Distribution Operator II	8
Distribution Supervisor	7
General Manager	9
Maintenance Supervisor	6
Maintenance Worker II	5
Operations Manager/Planner	8
Wastewater Technician II*	1
Operations Manager/Water Quality *	0
Water Treatment Plant Operator (Grade 3)	9

**\*Insufficient Data (fewer than 4 matches)**

**BASE SALARY SURVEY RESULTS**

The data has been organized into a series of tables that summarize the District’s relationship to the labor market for each class. The detailed compensation survey datasheets are presented in **Appendix A** of this report. **Table 4** summarizes, for each classification, how the District’s base salaries compare to the labor market. The following data is presented:

- Title of the District’s classification
- The District’s current maximum monthly base salary for each classification
- The mean of the labor market for maximum monthly base salary
- Percentage the District’s maximum base salary is above or below the mean of the labor market

**TABLE 4**  
**Maximum Base Salary**

<b>GDPUD Classification</b>	<b>GDPUD Maximum Base Salary</b>	<b>Labor Market Maximum Base (Mean)</b>	<b>% GDPUD is Above or Below Market (Mean)</b>
Administrative Aide II	\$4,018	\$4,173	-3.85%
Business/Finance Manager	\$8,739	\$9,259	-5.94%
Canal Operator II	\$4,366	\$4,447	-1.84%
Distribution Operator II	\$4,477	\$4,503	-0.58%
Distribution Supervisor	\$5,654	\$6,639	-17.42%
General Manager	\$12,532	\$13,327	-6.35%
Maintenance Supervisor	\$5,654	\$6,272	-10.93%
Maintenance Worker II	\$4,059	\$4,206	-3.60%
Operations Manager/Planner	\$9,155	\$9,445	-3.17%
Wastewater Technician II	\$4,264	Insuff Data	---
Operations Manager/Water Quality	\$8,739	Insuff Data	---
Water Treatment Plant Operator (Grade 3)	\$5,439	\$5,533	-1.73%

**TOTAL CASH SURVEY RESULTS**

Total cash represents the maximum base salary plus longevity pay at 10 years, the employee’s share of retirement paid by the agency and the agency’s contribution towards deferred compensation. **Table 5** displays for each classification, how the District compares to the labor market with respect to total cash. The following data is presented:

- Title of the District’s classification
- The District’s current total cash for each classification
- The mean of the labor market for total cash
- Percentage the District’s total cash is above or below the mean of the labor market

**TABLE 5  
Total Cash**

<b>GDPUD Classification</b>	<b>GDPUD Total Cash</b>	<b>Labor Market Total Cash (Mean)</b>	<b>% GDPUD is Above or Below Market (Mean)</b>
Administrative Aide II	\$4,118	\$4,473	-8.61%
Business/Finance Manager	\$8,958	\$9,885	-10.35%
Canal Operator II	\$4,475	\$4,821	-7.73%
Distribution Operator II	\$4,589	\$4,769	-3.93%
Distribution Supervisor	\$5,795	\$6,955	-20.00%
General Manager	\$12,532	\$14,293	-14.05%
Maintenance Supervisor	\$5,795	\$6,701	-15.62%
Maintenance Worker II	\$4,161	\$4,444	-6.81%
Operations Manager/Planner	\$9,384	\$9,968	-6.22%
Wastewater Technician II	\$4,371	Insuff Data	---
Operations Manager/Water Quality	\$8,958	Insuff Data	---
Water Treatment Plant Operator (Grade 3)	\$5,575	\$5,898	-5.79%

**TOTAL COMPENSATION SURVEY RESULTS**

Total compensation represents the maximum base salary, longevity pay at 10 years, the employee’s share of retirement paid by the agency, the agency’s contribution towards deferred compensation, and the agency’s contribution towards cafeteria plan, health, dental, and vision insurance, life insurance, the agencies’ share of Social Security, and the amount of the employee’s share of Social Security paid by the agency. **Table 6** displays, for each classification, how the District compares to the labor market with respect to total compensation. The following data is presented:

- Title of the District’s classification
- The District’s current total compensation for each classification
- The mean of the labor market for total compensation
- Percentage the District’s total compensation is above or below the mean of the labor market
- The benefit factor which is the amount the District gains or loses on the market when benefits are taken into consideration (the difference between the percentage the District is above or below market for base salary and the percentage the District is above or below market for total compensation)

**TABLE 6**

**Total Compensation**

<b>GDPUD Classification</b>	<b>GDPUD Total Compensation</b>	<b>Labor Market Total Compensation (Mean)</b>	<b>% GDPUD is Above or Below Market (Mean)</b>	<b>Benefit Factor</b>
Administrative Aide II	\$5,783	\$6,392	-10.55%	-6.70%
Business/Finance Manager	\$10,983	\$12,111	-10.26%	-4.32%
Canal Operator II	\$6,151	\$6,600	-7.30%	-5.46%
Distribution Operator II	\$6,274	\$6,711	-6.97%	-6.39%
Distribution Supervisor	\$7,585	\$9,046	-19.26%	-1.84%
General Manager	\$15,227	\$16,638	-9.26%	-2.91%
Maintenance Supervisor	\$7,585	\$8,567	-12.95%	-2.02%
Maintenance Worker II	\$5,814	\$6,085	-4.67%	-1.07%
Operations Manager/Planner	\$11,426	\$12,111	-6.00%	-2.83%
Wastewater Technician II	\$6,039	Insuff Data	---	---
Operations Manager/Water Quality	\$10,983	Insuff Data	---	---
Water Treatment Plant Operator (Grade 3)	\$7,333	\$7,913	-7.90%	-6.18%

Overall, the District is on average 5.54% behind market for base salary, 9.91% behind market for total cash and 9.51% behind for total compensation. The District's loss on the market is attributed to the District not paying any portion of the employee's share of retirement.

### **MISCELLANEOUS BENEFIT DATA**

The tables on the following pages present the miscellaneous benefit data that was collected including cost of living information, retirement practices, leave benefits, and retiree health benefits.

### **AGENCY DEMOGRAPHICS – TABLE 7**

The Board of Directors requested information pertaining to customers served, operating budget, ratio of labor to revenue, percentage of revenue from property taxes, and whether the survey agencies have unions or not. The information varies from agency to agency and has been displayed in Table 7.

### **COST OF LIVING INCREASE/FURLOUGH AND LAYOFF – TABLE 8**

With respect to cost of living, the District does not have a cost of living increase scheduled. In addition, the District has not implemented furloughs or layoffs.

Of the responding agencies, two have a cost of living increase scheduled for 2011 and three have an increase scheduled for 2012. Two agencies are currently in negotiations and two agencies do not have an increase scheduled. Of those with an increase scheduled, only one is currently aware of the amount of the increase (1%).

With respect to furloughs and layoffs, only one agency has implemented furloughs equivalent to a 6.5% salary reduction. The furloughs are not expected to end until June 30, 2011. Two agencies have had layoffs resulting in an 8% and 10% reduction in positions.

### **RETIREMENT PRACTICES – TABLE 9**

The District has a CalPERS retirement plan with a benefit of 2.7% @ 55 and a formula of the average of the highest three years. The District does not pay any portion of the employee's share of Social Security.

Of the responding agencies, nine have a CalPERS plan. Three of the agencies have a benefit of 2% @ 55, three have a benefit of 2.7% @ 55, one has a benefit of 2.5% @ 55, one has a benefit of 3% @ 60, and one has a benefit of 2% @ 60. Four agencies have a formula of Single Highest Year, three have a formula of Average of Highest Three Years, one has a formula of Average of Last Three Years, and one has a formula of Final Compensation.

The District's current CalPERS contribution is 11.198%. The District does not pay any portion of the employee's share. The responding survey agencies' employer contribution ranges from 6.755% to 20.728%. Six of the responding survey agencies pay some or the employee's entire share. One agency is currently not paying any of the employee's share but will be paying 4% January 1, 2012. One agency pays the employee's share of Social Security for the General Manager only and one agency pays the employee's share of Social Security for all employees.

#### **RETIREE HEALTH BENEFITS – TABLE 10**

The District currently contributes \$435 per month towards retiree health with a vesting of 20 years. Of the responding survey agencies, eight provide some level of retiree health contribution. For six of the agencies, the amount contributed by the agency depends on years of service up to a maximum of 100% of the rate.

#### **LEAVE BENEFITS – MANAGEMENT – TABLE 11**

The District offers 12 days of vacation at year 1; 12 days of vacation at year 5; 15 days at year 10; 20 days at year 15; and 25 days at year 20. In addition, the District offers 12 days of sick leave with an unlimited accrual and 11 holidays for a maximum total of 48 days.

The labor market average for maximum days of paid leave is 53.5 days. The District is slightly behind market due to a lack of administrative leave. Seven of the survey agencies provide administrative leave ranging from 2 to 10 days.

#### **LEAVE BENEFITS – GENERAL EMPLOYEES – TABLE 12**

The District offers 12 days of vacation at year 1; 12 days of vacation at year 5; 15 days at year 10; 20 days at year 15; and 25 days at year 20. In addition, the District offers 12 days of sick leave with an unlimited accrual and 11 holidays for a maximum total of 48 days.

The labor market average for maximum days of paid leave is 48.3 days. The District is consistent with the market.

#### **LEAVE BUY BACK – TABLE 13**

The District does not allow for active employees to cash out any of their leave. Of the responding survey agencies, six have some type of leave buy back policy with the details provided in Table 13.



**Table 7**  
**Agency Demographics**

Survey Agency	Customers Served	Operating Budget	Ratio of Labor To Revenue	% of Revenue from Property Taxes	Unionized
<b>Georgetown Divide PUD</b>	3,700 treated 1,100 wastewater 400 raw	\$4,500,000	46%	50%	Yes
Amador Water Agency	8,630	\$10,519,925	40%	2.5%	Bargaining units
El Dorado Irrigation District	110,000	\$42,780,306	DNA	16.46%	Employee Association
Groveland CSD	3,225	\$5,644,544	46%	18%	Yes
Nevada Irrigation District	19,000 treated 6,000 raw	\$23,600,000	50%	\$10.3 million	Yes
North Tahoe PUD	Did Not Respond				
Paradise ID	10,057	\$7,000,000	50%	3.3%	Yes
Placer County Water Agency	38,758	\$46,700,000	40%	1%	Yes
San Juan Water District	265,000	11,550,790	32.64%	9.64% (wholesale and retail)	No
Solano Irrigation District	2,130	\$9,100,000	67%	5%	Yes
Stockton East Water District	Data Not Available				
Tahoe City PUD	3,900 water 7,400 sewer	\$8,800,000	DNA	DNA	Yes

**Table 8**  
**Cost of Living/Furlough Information**

Survey Agency	Date of Next COLA	Amount of Next COLA	Furlough		Layoffs	
			Yes/No	Salary Impact	Yes/No	% of Workforce Impacted
<i>Georgetown Divide PUD</i>	<i>None Scheduled</i>	---	No	---	No	---
Amador Water Agency	7/1/11	Based on CPI with a minimum of 2%	Yes (through 6/30/11)	6.5%	Yes	10%
El Dorado Irrigation District	1/12	1%	No	---	Yes	8%
Groveland CSD	7/12	TBD	No	---	No	---
Nevada Irrigation District	In negotiations	---	No	---	No	----
North Tahoe PUD	Did Not Respond					
Paradise ID	7/1/11	In negotiations	No	---	No	---
Placer County Water Agency	None Scheduled	---	No	---	No	---
San Juan Water District	None Scheduled	---	No	---	No	---
Solano Irrigation District	In negotiations	---	No	---	No	---
Stockton East Water District	DNA	DNA	DNA	DNA	DNA	DNA
Tahoe City PUD	1/1/12	Based on CPI	No	---	No	---

**Table 9  
Retirement Practices**

Survey Agency	Retirement Benefit	Retirement Formula	Retirement Plan	Employer Contribution	Agency in Portion of EE Social Security
Georgetown Divide PUD	2.7% @ 55	Average of 3 highest years 2% COLA	PERS	11.198% ER 0% pick up (11.198%)	No
Amador Water Agency	2% @ 55	Average of 3 highest years 2% COLA	PERS	10.4% ER 7% pick up (17.4%)	Yes
El Dorado Irrigation District	2% @ 55	Average of 3 highest years 2% COLA	PERS	17.071% 0% 1/1/10-12/31/11 4% 1/1/12 – 12/31/13 (17.071% - 21.071%)	GM only
Groveland CSD	2.7% @ 55	Single Highest Year 2%	PERS	9.474% ER 5% pick up (misc) 8% pick up (at will) (14.474% - 17.474%)	No
Nevada Irrigation District	2.5% @ 55	Single Highest Year	PERS	15.655% ER 0% pick up (15.655%)	No
North Tahoe PUD	Did Not Respond				
Paradise ID	Defined Contribution Plan				No
Placer County Water Agency	2.7% @ 55	Single Highest Year 2% COLA	PERS	15.51% ER 8% pick up (23.51%)	No
San Juan Water District	3% @ 60	Average of 3 highest years 2% COLA	PERS	12.052% ER 0% pick up (12.052%)	No
Solano Irrigation District	2% @ 60	Average of last 3 years 2% COLA	PERS	6.755% ER 7% pick up (13.755%)	No

<b>Table 9 Retirement Practices</b>					
<b>Survey Agency</b>	<b>Retirement Benefit</b>	<b>Retirement Formula</b>	<b>Retirement Plan</b>	<b>Employer Contribution</b>	<b>Agency in Portion of EE Social Security</b>
Stockton East Water District	2% @ 55	Final Compensation	PERS	14.125% ER 7% pick up (21.125%)	No
Tahoe City PUD	2.7% @ 55	Single Highest Year 2% COLA	PERS	20.728% ER 8% pick up (7% 7/1/11) 28.728%	No

**Table 10**  
**Retiree Health Benefits**

Agency	Health		Vesting
	Agency Contribution	Retiree Contribution	
<i>Georgetown Divide PUD</i>	\$435	<i>Excess</i>	<i>20 yrs</i>
Amador Water Agency	50% of retiree only rate with 10 yrs of service with 5% for each additional year up to 100%	Excess	10 yrs
El Dorado Irrigation District	50% of retiree only rate with 10 yrs of service with 5% for each additional year up to 100%	Excess	10 yrs
Groveland CSD	Same as active employees (up to family rate)	Excess	10 yrs
Nevada Irrigation District	\$863.40	Excess	5 yrs
North Tahoe PUD	Did Not Respond		
Paradise ID	At age 55 with a minimum of 20 years of service, the agency pays 50% - 100% of retiree health	Excess	20 yrs
Placer County Water Agency	50% of retiree only rate with 10 yrs of service with 5% for each additional year up to 100%	Excess	10 yrs
San Juan Water District	50% of retiree only rate with 10 yrs of service with 5% for each additional year up to 100%	Excess	10 yrs
Solano Irrigation District	\$470.03	Excess	5 yrs
Stockton East Water District	\$628.22 for employee 50% for employee + 1 after 20 yrs 100% of employee + 1 after 30 yrs	Excess	5 yrs
Tahoe City PUD	\$108	\$416.04 EE \$940.08 EE + 1 \$1254.50 EE + 2	5 yrs

**Table 11**  
**Leave – Management**

Agency	Vacation						Sick Leave		Holiday	Mgmt/Admin Leave	Max Total Days
	Year 1	Year 5	Year 10	Year 15	Year 20	Maximum	Sick Leave (number of days per year)	Maximum Sick Leave Accrual Days			
	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual					
<b>Georgetown Divide PUD</b>	12	12	15	20	25	240 hrs	12	Unlimited	11	0	48
Amador Water Agency	10	12	18	25	25	2 x annual	12	Unlimited	12	8	57
El Dorado Irrigation District	22	27	32	37	37	296 hrs	Included in PTO		14	10 mgmt 5 exempt	61
Groveland CSD	10	15	20	20	20	320 hrs	12	Unlimited	11	2 (personal leave)	45
Nevada Irrigation District	10	12	15	20	25	52 days	12	122 days	13	7	57
North Tahoe PUD	Did Not Respond										
Paradise ID	12	12	17	22	27	54	12	120 days	11	0	50
Placer County Water Agency	10	15	20	20	25	320 hours	12	Unlimited	13	9	59
San Juan Water District	12	15	18	21	24	240 hrs	12	480 hrs	12	8 exempt (17 GM)	56

**Table 11**  
**Leave – Management**

Agency	Vacation						Sick Leave		Holiday	Mgmt/Admin Leave	Max Total Days
	Year 1	Year 5	Year 10	Year 15	Year 20	Maximum	Sick Leave (number of days per year)	Maximum Sick Leave Accrual Days			
	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual					
Solano Irrigation District	10	10	15	15	20	45	12	1040 hrs	12	10	54
Stockton East Water District	10	15	20	25	25	45	12	Unlimited	14	0	51
Tahoe City PUD	20	27	32	33	34	DNA	Included in PTO		11	0	45

GDPUD – GM receives 20 days of vacation with a maximum accrual of 1,040 hours

Paradise ID – District Manager receives 20 days of vacation and 7 days of administrative leave

**Table 12  
Leave – General**

Agency	Vacation						Sick Leave		Holiday	Mgmt/Adm in Leave	Max Total Days
	Year 1	Year 5	Year 10	Year 15	Year 20	Maximum	Sick Leave (number of days per year)	Maximum Sick Leave Accrual Days			
	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual					
<b>Georgetown Divide PUD</b>	12	12	15	20	25	240 hrs	12	Unlimited	11	0	48
Amador Water Agency	10	12	18	25	25	2 x annual	12	Unlimited	12	0	49
El Dorado Irrigation District	22	27	32	37	37	296 hrs	Included in PTO		14	0	51
Groveland CSD	10	15	20	20	20	320 hrs	12	Unlimited	11	2 (personal leave)	45
Nevada Irrigation District	10	12	15	20	25	52 days	12	122 days	13	0	50
North Tahoe PUD	Did Not Respond										
Paradise ID	12	12	17	22	27	54	9	90 days	11	0	47
Placer County Water Agency	10	15	20	20	25	320 hours	12	Unlimited	13	0	50
San Juan Water District	12	15	18	21	24	240 hrs	12	480 hrs	12	0	48



**Table 12**  
**Leave – General**

Agency	Vacation						Sick Leave		Holiday	Mgmt/Adm in Leave	Max Total Days
	Year 1	Year 5	Year 10	Year 15	Year 20	Maximum	Sick Leave (number of days per year)	Maximum Sick Leave Accrual Days			
	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual	Annual Accrual					
Solano Irrigation District	10	10	15	15	20	45	12	1040 hrs	12	0	44
Stockton East Water District	10	15	20	25	25	45	12	Unlimited	14	0	51
Tahoe City PUD	15	22	27	28	29	DNA	8	Unlimited	11	0	48

**Table 13  
Leave Buy Back Policy**

<b>Table 13 Leave Buy Back Policy</b>	
<b><i>Georgetown Divide PUD</i></b>	<b><i>At separation only</i></b>
Amador Water Agency	No set policy in place; however, employees can submit request to payroll and/or HR for General Manager consideration
El Dorado Irrigation District	At separation only
Groveland CSD	At separation only
Nevada Irrigation District	50% of sick leave up to 120 days and 100% of vacation
North Tahoe PUD	Did Not Respond
Paradise ID	At separation only
Placer County Water Agency	At separation only
San Juan Water District	Any amount over the maximum at the end of the fiscal year may be cashed out. Sick leave is paid out at 50%.
Solano Irrigation District	25% of accrued sick leave may be cashed out if employees have a balance of 100 hours at the end of year. Management and supervisors may cash out 40 hours of vacation per year
Stockton East Water District	If employees accrue more than the maximum, they can cash in up to 2 x per year a maximum of 80 hours if have used in the preceding or current fiscal year an equivalent number of vacation days to the number selling back
Tahoe City PUD	General leave may be cashed out

## **SECTION IV – SALARY SETTING METHODOLOGY**

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This section of the report presents the salary setting methodology for District classes.

In recommending salaries for the District, Bryce Consulting has used consistent compensation principles and practices typically utilized in the public sector as outlined below:

1. The labor market mean maximum salary adjusted by the benefit factor is used to set the top step of the District's benchmark classification salary.
2. The adjusted labor market mean is placed on the closest salary range of the District's salary schedule.
3. All other classes are then set to the benchmarks using internal relationship guidelines typically utilized by local government agencies:
  - Approximately 10% between entry and journey level classes in a series.
  - Approximately 10% between journey and advanced journey level classes in a series depending on the level of supervision exercised.
  - Approximately 15% between supervisor and highest level supervised.

As a practical matter, there could be occasions when market data will skew internal alignments. In those cases internal alignments may take precedence over market data.

### **SALARY RECOMMENDATIONS**

Using the above methodology, Bryce Consulting prepared draft salary recommendations for all District classes which are subject to negotiations and have been provided under separate cover.

**APPENDIX A**  
**DETAILED DATASHEETS**

Georgetown Divide PUD  
2011 Total Compensation Study

Survey Classification	GDPUD Maximum Base Salary	Labor Market Mean Base Salary	% GDPUD Is Above or Below Labor Market (Max Base)	GDPUD Total Cash	Labor Market Total Cash	% GDPUD Is Above or Below Labor Market (Total Cash)	GDPUD Total Compensation	Labor Market Total Compensation	% GDPUD Is Above or Below Labor Market (Total Compensation)	Benefit Factor	Comparability
Administrative Aide II	\$4,018	\$4,173	-3.85%	\$4,118	\$4,473	-8.61%	\$5,783	\$6,392	-10.55%	-6.70%	10
Business/Finance Manager	\$8,739	\$9,259	-5.94%	\$8,958	\$9,885	-10.35%	\$10,983	\$12,111	-10.26%	-4.32%	10
Canal Operator II	\$4,366	\$4,447	-1.84%	\$4,475	\$4,821	-7.73%	\$6,151	\$6,600	-7.30%	-5.46%	5
Distribution Operator II	\$4,477	\$4,503	-0.58%	\$4,589	\$4,769	-3.93%	\$6,274	\$6,711	-6.97%	-6.39%	8
Distribution Supervisor	\$5,654	\$6,639	-17.42%	\$5,795	\$6,955	-20.00%	\$7,585	\$9,046	-19.26%	-1.84%	7
General Manager	\$12,532	\$13,327	-6.35%	\$12,532	\$14,293	-14.05%	\$15,227	\$16,638	-9.26%	-2.91%	9
Maintenance Supervisor	\$5,654	\$6,272	-10.93%	\$5,795	\$6,701	-15.62%	\$7,585	\$8,567	-12.95%	-2.02%	6
Maintenance Worker II	\$4,059	\$4,206	-3.60%	\$4,161	\$4,444	-6.81%	\$5,814	\$6,085	-4.67%	-1.07%	5
Operations Manager/Planner	\$9,155	\$9,445	-3.17%	\$9,384	\$9,968	-6.22%	\$11,426	\$12,111	-6.00%	-2.83%	8
Wastewater Technician II	\$4,264	Insuff Data	---	\$4,371	Insuff Data	---	\$6,039	Insuff Data	---	---	1
Operations Manager/Water Quality	\$8,739	Insuff Data	---	\$8,958	Insuff Data	---	\$10,983	Insuff Data	---	---	0
Water Treatment Plant Operator (Grade 3)	\$5,439	\$5,533	-1.73%	\$5,575	\$5,898	-5.79%	\$7,333	\$7,913	-7.90%	-6.18%	9

Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
<b>Georgetown Divide PUD <sup>1</sup></b>	<b>Administrative Aide II</b>	<b>\$4,018</b>	<b>\$100</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,118</b>	<b>\$1,273</b>	<b>\$50</b>	<b>\$9</b>	<b>\$24</b>	<b>\$307</b>	<b>\$0</b>	<b>\$5,783</b>	
Amador Water Agency	Customer Service Representative II	\$4,123	\$0	7%	\$289	\$250	\$4,661	\$1,375	\$129	\$22	\$7	\$315	\$315	\$6,825	
El Dorado Irrigation District <sup>2</sup>	Finance Assistant II	\$4,040	\$0	0%	\$0	\$0	\$4,040	\$1,364	\$125	\$31	\$4	\$309	\$0	\$5,873	
Groveland CSD	Financial Services II	\$3,591	\$0	5%	\$180	\$0	\$3,770	\$1,850	\$177	\$25	\$12	\$275	\$0	\$6,109	
Nevada Irrigation District	Accounting Assistant II	\$3,758	\$0	0%	\$0	\$0	\$3,758	\$1,363	\$113	\$15	\$24	\$54	\$0	\$5,327	
North Tahoe PUD	Did Not Respond												\$0		
Paradise ID <sup>1</sup>	Senior Customer Service Specialist	\$3,775	\$0	0%	\$0	\$453	\$4,228	\$1,496	\$129	\$19	\$20	\$289	\$0	\$6,180	
Placer County Water Agency	Accounting Technician II	\$4,436	\$111	8%	\$364	\$0	\$4,911	\$1,275	\$54	\$20	\$21	\$339	\$0	\$6,620	
San Juan Water District <sup>3</sup>	Accounting Technician II	\$4,430	\$0	0%	\$0	\$0	\$4,430	\$2,162	\$154	\$8	\$13	\$339	\$0	\$7,107	
Solano Irrigation District	Account Clerk	\$4,212	\$0	7%	\$295	\$0	\$4,507	\$893	\$109	\$0	\$15	\$61	\$0	\$5,585	
Stockton East Water District	Accounts Clerk II	\$5,015	\$0	7%	\$351	\$276	\$5,642	\$1,727	\$129	\$22	\$69	\$73	\$0	\$7,661	
Tahoe City PUD <sup>4</sup>	Account Clerk II	\$4,346	\$0	8%	\$348	\$87	\$4,781	\$1,363	\$122	\$27	\$13	\$332	\$0	\$6,637	
<b>Labor Market Mean</b>		<b>\$4,173</b>					<b>\$4,473</b>							<b>\$6,392</b>	
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>														<b>-8.61%</b>	
<b>Benefit Factor</b>		<b>-6.70%</b>													
<b>Comparability</b>		<b>10</b>													

Footnote 1: GDPUD and Paradise ID - Cost for life is dependent on employee's age. Amount listed is middle of average

Footnote 2: EID - District is not contributing to employee's share of PERS until 12/31/11; it will then be 3% until 12/21/11 and then employees will pay 4% until 12/31/13

Footnote 3 - San Juan Water District - Board approved to reduce employee share of PERS paid by District from 8% to 0% 5/11

Footnote 4: Tahoe City PUD - Amount employer pays towards employee's share of PERS will be reduced by 1% starting 7/1/11

Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
<b>Georgetown Divide PUD <sup>1</sup></b>	<b>Business/Finance Manager</b>	<b>\$8,739</b>	<b>\$218</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,958</b>	<b>\$1,273</b>	<b>\$50</b>	<b>\$9</b>	<b>\$24</b>	<b>\$669</b>	<b>\$0</b>	<b>\$10,983</b>	
Amador Water Agency	Financial Services Manager	\$9,899	\$0	7%	\$693	\$333	\$10,926	\$1,375	\$129	\$22	\$36	\$695	\$695	\$13,878	Position will be eliminated in the future due to reorganization
El Dorado Irrigation District <sup>2</sup>	Accounting Manager	\$9,992	\$0	0%	\$0	\$0	\$9,992	\$1,364	\$125	\$31	\$4	\$697	\$0	\$12,213	Director of Finance is over Finance, Fleet, meter repair and billing
Groveland CSD	Administrative/Finance Manager	\$5,833	\$0	8%	\$467	\$0	\$6,300	\$1,850	\$177	\$25	\$12	\$446	\$0	\$8,810	Finance, Customer Service and HR
Nevada Irrigation District	Finance Manager	\$9,410	\$0	0%	\$0	\$0	\$9,410	\$1,363	\$113	\$15	\$24	\$145	\$0	\$11,069	Finance, Customer Service and IT
North Tahoe PUD	Did Not Respond														
Paradise ID <sup>1</sup>	Finance and Accounting Manager	\$8,409	\$0	0%	\$0	\$1,009	\$9,418	\$1,496	\$129	\$19	\$20	\$643	\$0	\$11,725	Finance and Customer Service
Placer County Water Agency	Deputy Director of Financial Services	\$8,341	\$209	8%	\$684	\$0	\$9,233	\$1,275	\$54	\$20	\$40	\$673	\$0	\$11,295	
San Juan Water District <sup>3</sup>	Finance and Administrative Services Manager	\$11,074	\$0	0%	\$0	\$0	\$11,074	\$2,162	\$154	\$8	\$33	\$712	\$0	\$14,144	Finance, HR, Risk Management
Solano Irrigation District	Finance Director	\$10,025	\$0	7%	\$702	\$0	\$10,727	\$874	\$109	\$0	\$36	\$145	\$0	\$11,891	Finance
Stockton East Water District	Finance Director	\$8,369	\$0	7%	\$586	\$460	\$9,415	\$1,727	\$129	\$22	\$69	\$121	\$0	\$11,483	Finance
Tahoe City PUD <sup>4</sup>	Director, Accounting and Employee Services	\$11,235	\$0	8%	\$899	\$225	\$12,359	\$1,363	\$122	\$27	\$13	\$715	\$0	\$14,597	Finance and HR
<b>Labor Market Mean</b>		<b>\$9,259</b>					<b>\$9,885</b>							<b>\$12,111</b>	
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>		<b>-5.94%</b>					<b>-10.35%</b>							<b>-10.26%</b>	
<b>Benefit Factor</b>		<b>-4.32%</b>													
<b>Comparability</b>		<b>10</b>													

Footnote 1: GDPUD and Paradise ID - Cost for life is dependent on employee's age. Amount listed is middle of average

Footnote 2: EID - District is not contributing to employee's share of PERS until 12/31/11; it will then be 3% until 12/21/11 and then employees will pay 4% until 12/31/13

Footnote 3 - San Juan Water District - Board approved to reduce employee share of PERS paid by District from 8% to 0% 5/11

Footnote 4: Tahoe City PUD - Amount employer pays towards employee's share of PERS will be reduced by 1% starting 7/1/11

Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
<b>Georgetown Divide PUD <sup>1</sup></b>	<b>Canal Operator II</b>	<b>\$4,366</b>	<b>\$109</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,475</b>	<b>\$1,273</b>	<b>\$50</b>	<b>\$9</b>	<b>\$9</b>	<b>\$334</b>	<b>\$0</b>	<b>\$6,151</b>	
Amador Water Agency	Utility II	\$4,225	\$0	7%	\$296	\$250	\$4,771	\$1,375	\$129	\$22	\$8	\$323	\$323	\$6,951	Broad class; water distribution, transmission, treatment plant, raw water conveyance, wastewater collection and treatment; requires D2
El Dorado Irrigation District <sup>2</sup>	Construction and Maintenance Worker II	\$4,979	\$0	0%	\$0	\$0	\$4,979	\$1,364	\$125	\$31	\$4	\$381	\$0	\$6,884	Broad class; water distribution, collection, canals and water conveyance systems
Groveland CSD	No Comparable Class														
Nevada Irrigation District	No Comparable Class														
North Tahoe PUD	Did Not Respond														
Paradise ID <sup>1</sup>	No Comparable Class														
Placer County Water Agency	Canal Operator II	\$4,658	\$116	8%	\$382	\$0	\$5,156	\$1,275	\$54	\$20	\$22	\$356	\$0	\$6,884	Class A
San Juan Water District <sup>3</sup>	No Comparable Class														
Solano Irrigation District	Water Tender	\$3,957	\$0	7%	\$277	\$0	\$4,234	\$893	\$109	\$0	\$14	\$57	\$0	\$5,308	
Stockton East Water District	Irrigation and Conveyance System Operator	\$4,414	\$0	7%	\$309	\$243	\$4,966	\$1,727	\$129	\$22	\$69	\$64	\$0	\$6,976	
Tahoe City PUD <sup>4</sup>	No Comparable Class														
<b>Labor Market Mean</b>		<b>\$4,447</b>					<b>\$4,821</b>							<b>\$6,600</b>	
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>		<b>-1.84%</b>					<b>-7.73%</b>							<b>-7.30%</b>	
<b>Benefit Factor</b>		<b>-5.46%</b>													
<b>Comparability</b>		<b>5</b>													

Footnote 1: GDPUD and Paradise ID - Cost for life is dependent on employee's age. Amount listed is middle of average  
Footnote 2: EID - District is not contributing to employee's share of PERS until 12/31/11; it will then be 3% until 12/21/11 and then employees will pay 4% until 12/31/13  
Footnote 3 - San Juan Water District - Board approved to reduce employee share of PERS paid by District from 8% to 0% 5/11  
Footnote 4: Tahoe City PUD - Amount employer pays towards employee's share of PERS will be reduced by 1% starting 7/1/11



Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
Georgetown Divide PUD <sup>1</sup>	Distribution Operator II	\$4,477	\$112	0%	\$0	\$0	\$4,589	\$1,273	\$50	\$9	\$9	\$343	\$0	\$6,274	D2
Amador Water Agency	Distribution Operator II	\$4,225	\$0	7%	\$296	\$250	\$4,771	\$1,375	\$129	\$22	\$8	\$323	\$323	\$6,951	D2
El Dorado Irrigation District <sup>2</sup>	Distribution Operator II	\$4,881	\$0	0%	\$0	\$0	\$4,881	\$1,364	\$125	\$31	\$4	\$373	\$0	\$6,778	D2
Groveland CSD	Water Distribution Operator II	\$3,585	\$0	5%	\$179	\$0	\$3,765	\$1,850	\$177	\$25	\$12	\$274	\$0	\$6,103	D2, T1
Nevada Irrigation District	Water Distribution Operator II	\$4,215	\$0	0%	\$0	\$0	\$4,215	\$1,363	\$113	\$15	\$24	\$61	\$0	\$5,791	D2
North Tahoe PUD	Did Not Respond														D2 or CWEA Collection System Operator II
Paradise ID <sup>1</sup>	System Operator	\$4,353	\$0	0%	\$0	\$522	\$4,875	\$1,496	\$129	\$19	\$20	\$333	\$0	\$6,872	D3
Placer County Water Agency	Distribution Operator II	\$4,891	\$122	8%	\$401	\$0	\$5,414	\$1,275	\$54	\$20	\$23	\$374	\$0	\$7,161	D3 (DO I requires D1 only)
San Juan Water District <sup>3</sup>	Distribution Operator II	\$4,741	\$0	0%	\$0	\$0	\$4,741	\$2,162	\$154	\$8	\$14	\$363	\$0	\$7,443	D2
Solano Irrigation District	Water Distribution Operator	\$5,134	\$0	7%	\$359	\$0	\$5,493	\$893	\$109	\$0	\$18	\$74	\$0	\$6,588	D3
Stockton East Water District	No Comparable Class														Operates water and wastewater systems and requires T2 and Collection System Maintenance II
Tahoe City PUD <sup>4</sup>	No Comparable Class														
<b>Labor Market Mean</b>		<b>\$4,503</b>					<b>\$4,769</b>							<b>\$6,711</b>	
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>		<b>-0.58%</b>					<b>-3.93%</b>							<b>-6.97%</b>	
<b>Benefit Factor</b>		<b>-6.39%</b>													
<b>Comparability</b>		<b>8</b>													

Footnote 1: GDPUD and Paradise ID - Cost for life is dependent on employee's age. Amount listed is middle of average

Footnote 2: EID - District is not contributing to employee's share of PERS until 12/31/11; it will then be 3% until 12/21/11 and then employees will pay 4% until 12/31/13

Footnote 3 - San Juan Water District - Board approved to reduce employee share of PERS paid by District from 8% to 0% 5/11

Footnote 4: Tahoe City PUD - Amount employer pays towards employee's share of PERS will be reduced by 1% starting 7/1/11

Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
Georgetown Divide PUD <sup>1</sup>	Distribution Supervisor	\$5,654	\$141	0%	\$0	\$0	\$5,795	\$1,273	\$50	\$9	\$24	\$433	\$0	\$7,585	D2
Amador Water Agency	Distribution Supervisor	\$6,181	\$0	7%	\$433	\$333	\$6,947	\$1,375	\$129	\$22	\$11	\$473	\$473	\$9,429	D4, Cross Connection Cert
El Dorado Irrigation District <sup>2</sup>	Water Construction Supervisor	\$7,714	\$0	0%	\$0	\$0	\$7,714	\$1,364	\$125	\$31	\$4	\$590	\$0	\$9,828	D3
Groveland CSD	Collection and Distribution Supervisor	\$5,021	\$0	5%	\$251	\$0	\$5,273	\$1,850	\$177	\$25	\$12	\$384	\$0	\$7,721	D3 OR Wastewater Collection System II
Nevada Irrigation District	Operations Crew Supervisor	\$5,146	\$0	0%	\$0	\$0	\$5,146	\$1,363	\$113	\$15	\$24	\$75	\$0	\$6,735	D3
North Tahoe PUD	Did Not Respond														Over wastewater and water distribution; requires D2, T2, CWEA Collections 2
Paradise ID <sup>1</sup>	No Comparable Class														
Placer County Water Agency	Distribution Supervisor	\$6,394	\$160	8%	\$524	\$0	\$7,078	\$1,275	\$54	\$20	\$31	\$489	\$0	\$8,947	Distribution Operator cert and Backflow Prevention Device Tester cert
San Juan Water District <sup>3</sup>	Field Services Manager	\$8,744	\$0	0%	\$0	\$0	\$8,744	\$2,162	\$154	\$8	\$26	\$669	\$0	\$11,764	Does not supervise supervisors
Solano Irrigation District	Supervisor, Municipal and Industrial Operations	\$7,273	\$0	7%	\$509	\$0	\$7,782	\$874	\$109	\$0	\$26	\$105	\$0	\$8,897	D3
Stockton East Water District	No Comparable Class														
Tahoe City PUD <sup>4</sup>	No Comparable Class														Over water distribution and wastewater collection facilities and requires T2, D2 and Collection System Maintenance II
<b>Labor Market Mean</b>		<b>\$6,639</b>					<b>\$6,955</b>							<b>\$9,046</b>	
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>		<b>-17.42%</b>					<b>-20.00%</b>							<b>-19.26%</b>	
<b>Benefit Factor</b>		<b>-1.84%</b>													
<b>Comparability</b>		<b>7</b>													

Footnote 1: GDPUD and Paradise ID - Cost for life is dependent on employee's age. Amount listed is middle of average  
Footnote 2: EID - District is not contributing to employee's share of PERS until 12/31/11; it will then be 3% until 12/21/11 and then employees will pay 4% until 12/31/13  
Footnote 3 - San Juan Water District - Board approved to reduce employee share of PERS paid by District from 8% to 0% 5/11  
Footnote 4: Tahoe City PUD - Amount employer pays towards employee's share of PERS will be reduced by 1% starting 7/1/11

Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
<b>Georgetown Divide PUD <sup>1</sup></b>	<b>General Manager</b>	<b>\$12,532</b>	<b>\$0</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,532</b>	<b>\$1,637</b>	<b>\$305</b>	<b>Inc</b>	<b>\$21</b>	<b>\$734</b>	<b>\$0</b>	<b>\$15,227</b>	
Amador Water Agency	General Manager	\$11,417	\$0	7%	\$799	\$333	\$12,550	\$1,375	\$129	\$22	\$41	\$717	\$717	\$15,551	
El Dorado Irrigation District <sup>2</sup>	General Manager	\$14,439	\$0	0%	\$0	\$0	\$14,439	\$1,364	\$125	\$31	\$4	\$761	\$761	\$17,485	
Groveland CSD	No Comparable Class														GM is over fire operations as well
Nevada Irrigation District	General Manager	\$12,381	\$0	0%	\$0	\$0	\$12,381	\$1,363	\$113	\$15	\$24	\$180	\$0	\$14,075	
North Tahoe PUD	Did Not Respond														
Paradise ID <sup>1</sup>	District Manager	\$10,833	\$0	0%	\$0	\$1,300	\$12,133	\$1,496	\$129	\$19	\$20	\$709	\$0	\$14,506	
Placer County Water Agency	General Manager	\$18,014	\$450	8%	\$1,477	\$0	\$19,941	\$1,275	\$54	\$20	\$86	\$813	\$0	\$22,190	
San Juan Water District <sup>3</sup>	General Manager	\$13,719	\$0	0%	\$0	\$0	\$13,719	\$2,162	\$154	\$8	\$41	\$751	\$0	\$16,836	
Solano Irrigation District	General Manager	\$13,917	\$0	7%	\$974	\$0	\$14,891	\$874	\$109	\$0	\$50	\$202	\$0	\$16,126	
Stockton East Water District	General Manager	\$11,791	\$0	7%	\$825	\$649	\$13,265	\$1,727	\$129	\$22	\$69	\$171	\$0	\$15,382	
Tahoe City PUD <sup>4</sup>	General Manager	\$13,436	\$0	8%	\$1,075	\$806	\$15,317	\$1,363	\$122	\$27	\$13	\$747	\$0	\$17,588	
<b>Labor Market Mean</b>		<b>\$13,327</b>					<b>\$14,293</b>							<b>\$16,638</b>	
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>		<b>-6.35%</b>					<b>-14.05%</b>							<b>-9.26%</b>	
<b>Benefit Factor</b>		<b>-2.91%</b>													
<b>Comparability</b>		<b>9</b>													

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Footnote 3 - San Juan Water District - Board approved to reduce employee share of PERS paid by District from 8% to 0% 5/11  
Footnote 4: Tahoe City PUD - Amount employer pays towards employee's share of PERS will be reduced by 1% starting 7/1/11

Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
<b>Georgetown Divide PUD <sup>1</sup></b>	<b>Maintenance Supervisor</b>	<b>\$5,654</b>	<b>\$141</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,795</b>	<b>\$1,273</b>	<b>\$50</b>	<b>\$9</b>	<b>\$24</b>	<b>\$433</b>	<b>\$0</b>	<b>\$7,585</b>	
Amador Water Agency	Canal Foreman	\$5,746	\$0	7%	\$402	\$333	\$6,481	\$1,375	\$129	\$22	\$10	\$440	\$440	\$8,896	D2
El Dorado Irrigation District <sup>2</sup>	Hydro Operations and Maintenance Supervisor	\$7,714	\$0	0%	\$0	\$0	\$7,714	\$1,364	\$125	\$31	\$4	\$590	\$0	\$9,828	Class A
Groveland CSD	No Comparable Class														
Nevada Irrigation District	Maintenance Crew Supervisor	\$5,437	\$0	0%	\$0	\$0	\$5,437	\$1,363	\$113	\$15	\$24	\$79	\$0	\$7,030	D2
North Tahoe PUD	Did Not Respond														
Paradise ID <sup>1</sup>	Assistant Field Superintendent	\$5,912	\$0	0%	\$0	\$709	\$6,621	\$1,496	\$129	\$19	\$20	\$452	\$0	\$8,737	D2
Placer County Water Agency	Canal Operations Supervisor	\$6,242	\$156	8%	\$512	\$0	\$6,910	\$1,275	\$54	\$20	\$30	\$478	\$0	\$8,766	D1
San Juan Water District <sup>3</sup>	No Comparable Class														
Solano Irrigation District	Supervisor, Aq Water Operations	\$6,581	\$0	7%	\$461	\$0	\$7,042	\$874	\$109	\$0	\$24	\$95	\$0	\$8,144	D2
Stockton East Water District	No Comparable Class														Lead reports to District Engineer
Tahoe City PUD <sup>4</sup>	No Comparable Class														Over water distribution and wastewater collection facilities and requires T2, D2 and Collection System Maintenance II
<b>Labor Market Mean</b>		<b>\$6,272</b>					<b>\$6,701</b>							<b>\$8,567</b>	
<b>Percentage Nevada Irrigation Districge GDPUD Is Above or Below Mean (+/-)</b>		<b>-10.93%</b>					<b>-15.62%</b>							<b>-12.95%</b>	
<b>Benefit Factor</b>		<b>-2.02%</b>													
<b>Comparability</b>		<b>6</b>													

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Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
<b>Georgetown Divide PUD <sup>1</sup></b>	<b>Maintenance Worker II</b>	<b>\$4,059</b>	<b>\$101</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,161</b>	<b>\$1,273</b>	<b>\$50</b>	<b>\$9</b>	<b>\$9</b>	<b>\$311</b>	<b>\$0</b>	<b>\$5,814</b>	
Amador Water Agency	No Comparable Class														
El Dorado Irrigation District <sup>2</sup>	Construction and Maintenance Worker II	\$4,979	\$0	0%	\$0	\$0	\$4,979	\$1,364	\$125	\$31	\$4	\$381	\$0	\$6,884	
Groveland CSD	No Comparable Class														
Nevada Irrigation District	Utility Worker II	\$3,990	\$0	0%	\$0	\$0	\$3,990	\$1,363	\$113	\$15	\$24	\$58	\$0	\$5,562	D1 within 1 year
North Tahoe PUD	Did Not Respond														
Paradise ID <sup>1</sup>	Utility Worker II	\$3,775	\$0	0%	\$0	\$453	\$4,228	\$1,496	\$129	\$19	\$20	\$289	\$0	\$6,180	Class A
Placer County Water Agency	Maintenance Worker II	\$4,328	\$108	8%	\$355	\$0	\$4,791	\$1,275	\$54	\$20	\$21	\$331	\$0	\$6,492	D1
San Juan Water District <sup>3</sup>	No Comparable Class														
Solano Irrigation District	Utility Worker I	\$3,957	\$0	7%	\$277	\$0	\$4,234	\$893	\$109	\$0	\$14	\$57	\$0	\$5,308	II level requires D2 and Class B
Stockton East Water District	No Comparable Class														
Tahoe City PUD <sup>4</sup>	No Comparable Class														
<b>Labor Market Mean</b>		<b>\$4,206</b>					<b>\$4,444</b>							<b>\$6,085</b>	
<b>Percentage Nevada Irrigation Distriage GDPUD is Above or Below Mean (+/-)</b>		<b>-3.60%</b>					<b>-6.81%</b>							<b>-4.67%</b>	
<b>Benefit Factor</b>		<b>-1.07%</b>													
<b>Comparability</b>		<b>5</b>													

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Footnote 3 - San Juan Water District - Board approved to reduce employee share of PERS paid by District from 8% to 0% 5/11  
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Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
<b>Georgetown Divide PUD <sup>1</sup></b>	<b>Operations Manager/Planner</b>	<b>\$9,155</b>	<b>\$229</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,384</b>	<b>\$1,273</b>	<b>\$50</b>	<b>\$9</b>	<b>\$24</b>	<b>\$685</b>	<b>\$0</b>	<b>\$11,426</b>	<b>T3, D2</b>
Amador Water Agency	Supervising Engineer	\$9,359	\$0	7%	\$655	\$333	\$10,348	\$1,375	\$129	\$22	\$17	\$716	\$716	\$13,322	Supervises 1 Assistant Engineer and 1 Technician
El Dorado Irrigation District <sup>2</sup>	Senior Civil Engineer	\$9,507	\$0	0%	\$0	\$0	\$9,507	\$1,364	\$125	\$31	\$4	\$727	\$0	\$11,758	First line supervisor
Groveland CSD	District Engineer	\$10,750	\$0	8%	\$860	\$0	\$11,610	\$1,850	\$177	\$25	\$12	\$822	\$0	\$14,496	Does not supervise
Nevada Irrigation District	Senior Associate Engineer	\$8,349	\$0	0%	\$0	\$0	\$8,349	\$1,363	\$113	\$15	\$24	\$121	\$0	\$9,984	Supervises technicians
North Tahoe PUD	Did Not Respond														
Paradise ID <sup>1</sup>	No Comparable Class														
Placer County Water Agency	Senior Engineer	\$8,512	\$213	8%	\$698	\$0	\$9,423	\$1,275	\$54	\$20	\$41	\$651	\$0	\$11,464	Supervises 4 Associate Engineers and 2 Technicians
San Juan Water District <sup>3</sup>	Senior Engineer	\$8,744	\$0	0%	\$0	\$0	\$8,744	\$2,162	\$154	\$8	\$26	\$669	\$0	\$11,764	Does not supervise
Solano Irrigation District	Senior Civil Engineer	\$9,207	\$0	7%	\$644	\$0	\$9,851	\$874	\$109	\$0	\$33	\$134	\$0	\$11,001	Supervises 4 Assistant Engineers, IT Administrator, Real Property Administrator and 1 Engineering Tech
Stockton East Water District	No Comparable Class														
Tahoe City PUD <sup>4</sup>	District Engineer	\$11,134	\$0	7%	\$779	\$0	\$11,913	\$874	\$109	\$0	\$40	\$161	\$0	\$13,098	Does not supervise
<b>Labor Market Mean</b>		<b>\$9,445</b>					<b>\$9,968</b>							<b>\$12,111</b>	
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>		<b>-3.17%</b>					<b>-6.22%</b>							<b>-6.00%</b>	
<b>Benefit Factor</b>		<b>-2.83%</b>													
<b>Comparability</b>		<b>8</b>													

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Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
Georgetown Divide PUD <sup>1</sup>	Wastewater Technician II	\$4,264	\$107	0%	\$0	\$0	\$4,371	\$1,273	\$50	\$9	\$9	\$326	\$0	\$6,039	
Amador Water Agency	No Comparable Class														Wastewater Operator operates treatment plan
El Dorado Irrigation District <sup>2</sup>	No Comparable Class														
Groveland CSD	Collection Operator II	\$3,585	\$0	5%	\$179	\$0	\$3,765	\$1,850	\$177	\$25	\$12	\$274	\$0	\$6,103	Wastewater Collection System II cert
Nevada Irrigation District	No Comparable Class														
North Tahoe PUD	Did Not Respond														D2 or CWEA Collection System Operator II
Paradise ID <sup>1</sup>	No Comparable Class														
Placer County Water Agency	No Comparable Class														
San Juan Water District <sup>3</sup>	No Comparable Class														
Solano Irrigation District	No Comparable Class														
Stockton East Water District	No Comparable Class														
Tahoe City PUD <sup>4</sup>	No Comparable Class														Operates water and wastewater systems and requires T2 and Collection System Maintenance II
<b>Labor Market Mean</b>		<b>Insuff Data</b>				<b>Insuff Data</b>						<b>Insuff Data</b>			
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>		---				---						---			
<b>Benefit Factor</b>		---				---						---			
<b>Comparability</b>		1				---						---			

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Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
Georgetown Divide PUD <sup>1</sup>	Operations Manager/Water Quality	\$8,739	\$218	0%	\$0	\$0	\$8,958	\$1,273	\$50	\$9	\$24	\$669	\$0	\$10,983	T3, D2, Registered Environmental Health Specialist
Amador Water Agency	No Comparable Class														
El Dorado Irrigation District <sup>2</sup>	No Comparable Class														
Groveland CSD	No Comparable Class														
Nevada Irrigation District	No Comparable Class														
North Tahoe PUD	Did Not Respond														
Paradise ID <sup>1</sup>	No Comparable Class														
Placer County Water Agency	No Comparable Class														
San Juan Water District <sup>3</sup>	No Comparable Class														
Solano Irrigation District	No Comparable Class														
Stockton East Water District	No Comparable Class														
Tahoe City PUD <sup>4</sup>	No Comparable Class														
<b>Labor Market Mean</b>		<b>Insuff Data</b>		<b>Insuff Data</b>				<b>Insuff Data</b>							
Percentage GDPUD Is Above or Below Mean (+/-)		---		---				---							
Benefit Factor		---		---				---							
Comparability		0		---				---							

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Georgetown Divide PUD  
2011 Total Compensation Study

Agency	Classification Title	Maximum Base Salary	Longevity Pay at 10 yrs	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Total Cash	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	Social Security	EE Share of Social Security Paid by Agency	Total Compensation	Comments
<b>Georgetown Divide PUD <sup>1</sup></b>	<b>Water Treatment Plant Operator (Grade 3)</b>	<b>\$5,439</b>	<b>\$136</b>	<b>0%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,575</b>	<b>\$1,273</b>	<b>\$50</b>	<b>\$9</b>	<b>\$9</b>	<b>\$416</b>	<b>\$0</b>	<b>\$7,333</b>	<b>T3</b>
Amador Water Agency	Water Treatment Plant Operator III	\$5,530	\$0	7%	\$387	\$250	\$6,167	\$1,375	\$129	\$22	\$10	\$423	\$423	\$8,549	T3, D2
El Dorado Irrigation District <sup>2</sup>	Water Treatment Plant Operator III	\$5,956	\$0	0%	\$0	\$0	\$5,956	\$1,364	\$125	\$31	\$4	\$456	\$0	\$7,936	T3, D3
Groveland CSD	Water Treatment Operator III	\$4,451	\$0	5%	\$223	\$0	\$4,673	\$1,850	\$177	\$25	\$12	\$340	\$0	\$7,078	T3
Nevada Irrigation District	Senior Water Plant Operator	\$5,302	\$0	0%	\$0	\$0	\$5,302	\$1,363	\$113	\$15	\$24	\$77	\$0	\$6,893	T3 & AWWA Grade 1 Water Quality Analyst cert
North Tahoe PUD	Did Not Respond														
Paradise ID <sup>1</sup>	Water Treatment Plant Operator III	\$5,273	\$0	0%	\$0	\$633	\$5,906	\$1,496	\$129	\$19	\$20	\$403	\$0	\$7,973	T3
Placer County Water Agency	Treatment Plant Operator III	\$5,392	\$135	8%	\$442	\$0	\$5,969	\$1,275	\$54	\$20	\$26	\$412	\$0	\$7,756	T3
San Juan Water District <sup>3</sup>	Water Treatment Plant Operator III	\$5,687	\$0	0%	\$0	\$0	\$5,687	\$2,162	\$154	\$8	\$17	\$435	\$0	\$8,464	T3
Solano Irrigation District	Shift Operation, Water Treatment Plant	\$5,663	\$0	7%	\$396	\$0	\$6,059	\$893	\$109	\$0	\$20	\$82	\$0	\$7,164	T3
Stockton East Water District	Water Treatment Plant Operator III	\$6,545	\$0	7%	\$458	\$360	\$7,363	\$1,727	\$129	\$22	\$69	\$95	\$0	\$9,404	T3
Tahoe City PUD <sup>4</sup>	No Comparable Class														Operates water and wastewater systems and requires T2 and Collection System Maintenance II
<b>Labor Market Mean</b>		<b>\$5,533</b>					<b>\$5,898</b>							<b>\$7,913</b>	
<b>Percentage GDPUD is Above or Below Mean (+/-)</b>		<b>-1.73%</b>					<b>-5.79%</b>							<b>-7.90%</b>	
<b>Benefit Factor</b>		<b>-6.18%</b>													
<b>Comparability</b>		<b>9</b>													

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