Santa Ana Watershed Project Authority Compensation Study

July 3, 2024

Doug Johnson, Vice President
Ralph Andersen & Associates

Why Surveys Are Done

Compensation surveys are a necessary part of assessing and updating an organization's compensation plan.

- Anticipate and understand what the labor market is doing
- Survey data **informs decision makers** and provides data-driven framework for allocating resources to wages and benefits
- Provide defensibility and public accountability for employee compensation
- **Optimize the Authority's ability to recruit and retain employees**

Public and Private employers both use market data to assess compensation; just a difference in accessibility and transparency of data.

Survey Agencies

Survey Agency	Driving Distance	Total Revenues	Total Expenditures	ERI COL	ERI Wage	County	WW	Memb	Hist
Santa Ana Watershed Project Authority	**0**	**$33.3 Mil**	**$28.2 Mil**	**100.0**	**100.0**	**Riverside**	**X**		**X**
Local Cities/County									
Riverside	0	$1.1 Bil	$970.6 Mil	100.0	100.0	Riverside	X		X
Riverside County	0	$67.2 Bil	$67.7 Bil	100.0	100.0	Riverside County	X		X
Special Districts									
Western Municipal Water District	0	$153.7 Mil	$155.1 Mil	100.0	100.0	Riverside	X	X	X
San Bernardino Valley Municipal Water District	13	$120.0 Mil	$75.7 Mil	91.1	100.0	San Bernardino		X	X
Eastern Municipal Water District	18	$422.7 Mil	$382.4 Mil	94.8	100.0	Riverside	X	X	X
Cucamonga Valley Water District	22	$105.3 Mil	$91.9 Mil	99.2	100.0	San Bernardino	X		X
Yucaipa Valley Water District	24	$32.8 Mil	$35.1 Mil	92.4	100.0	San Bernardino	X		
Inland Empire Utilities Agency	30	$246.7 Mil	$199.8 Mil	101.5	100.4	San Bernardino	X	X	X
Yorba Linda Water District	32	$45.5 Mil	$47.1 Mil	100.2	103.5	Orange	X		
Elsinore Valley Municipal Water District	34	$104.7 Mil	$102.3 Mil	89.1	100.4	Riverside	X		
Irvine Ranch Water District	39	$271.9 Mil	$280.5 Mil	126.4	103.6	Orange	X		X
Orange County Water District	48	$170.5 Mil	$158.9 Mil	123.3	103.6	Orange		X	X

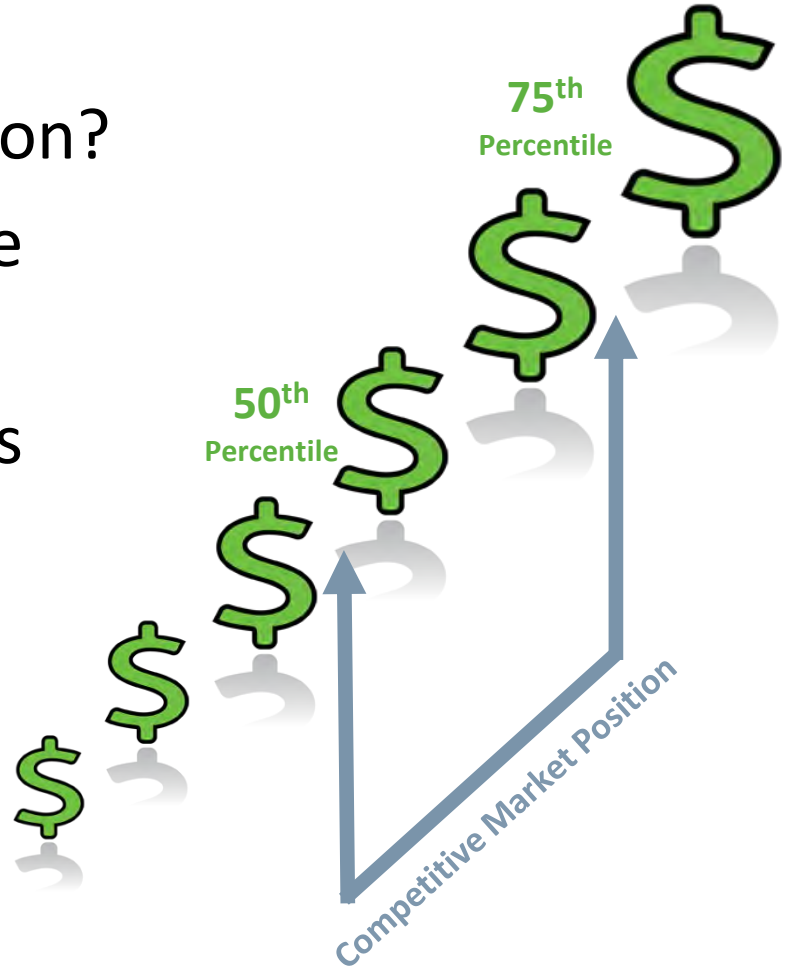
Distance - Google Maps

Cost of Living/Wage Index - Economic Research Institute; Jan 2024

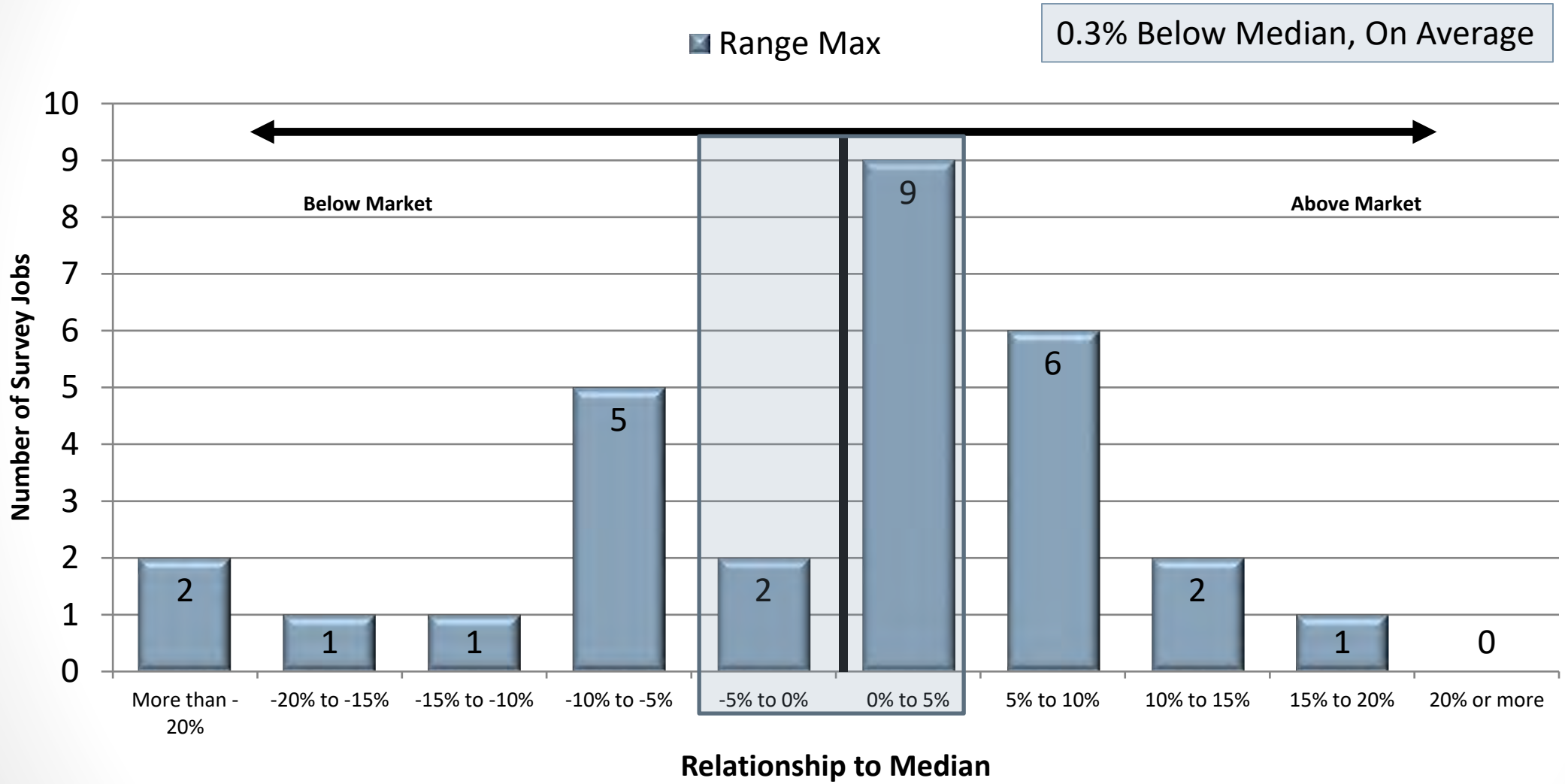
Revenues/Expenditures - CA State Controller; 2022

Market Position

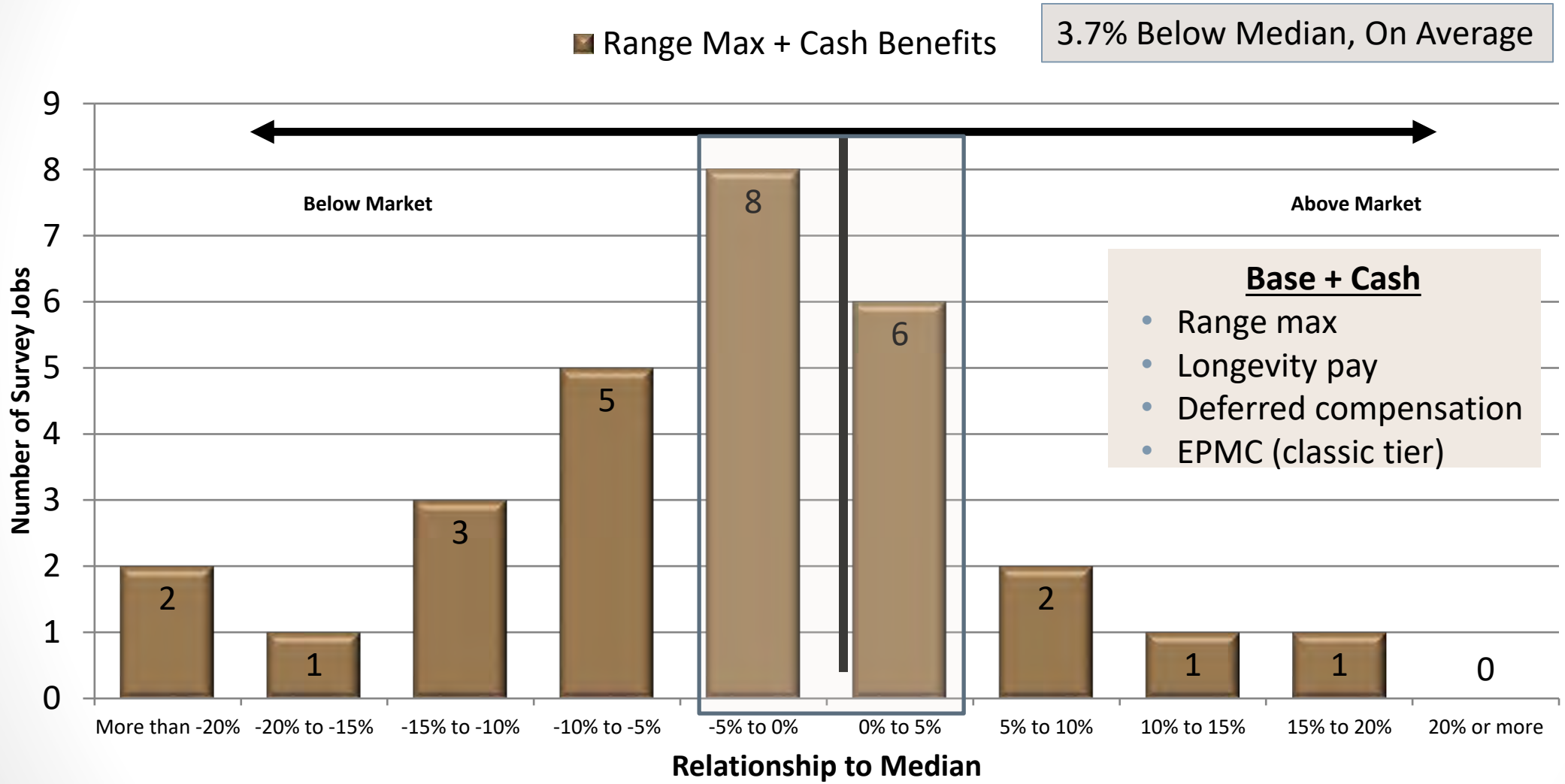
- What is the current/historical position?
- Where do you need to be to achieve recruitment and retention goals
- Ability to pay and sustain pay ranges
- Analysis has used market median



Market Summary – Base Salary



Market Summary –Salary + Cash Benefits



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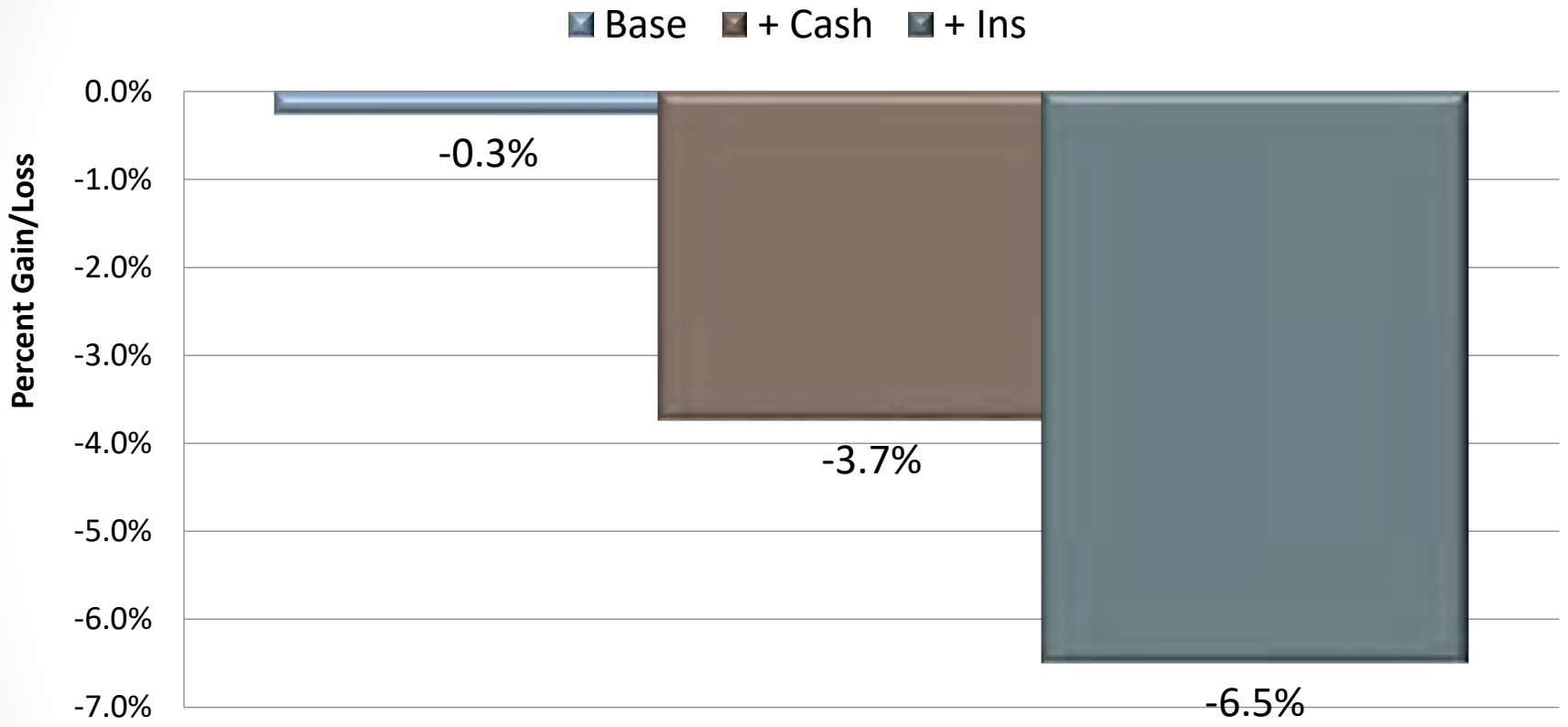
Total Compensation Analysis – Gain/Loss



- Loss in market position due to cash benefits (longevity, deferred comp)
- Loss in market position due to lower employer paid insurance benefits ($380 a month lower on average)

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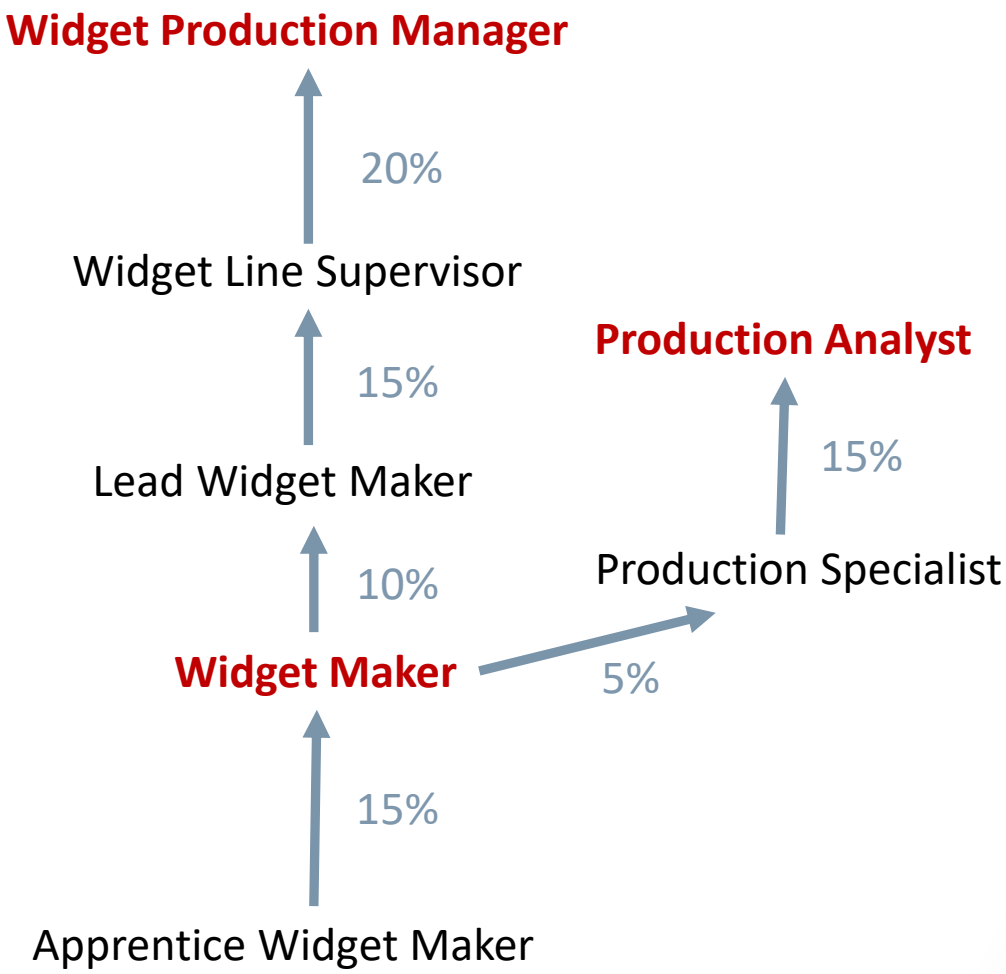
Benefit Summary Table

General Employees	Cash		Insurances		
Survey Agency	Long.	Def. Comp.	Health	Dental	Vision
Cucamonga Valley WD	5.0%		$2,240.09	$193.04	
Eastern MWD		4.5%	$2,535.00	$130.04	$19.31
Elsinore Valley MWD			$2,544.50	$154.78	$20.93
Inland Empire UA		$54.17	$1,808.00	inc	inc
Irvine Ranch WD		4.0%	$2,689.39	$151.41	$25.85
Orange County WD		3.0%	$2,592.40	$128.37	$18.56
City of Riverside		$25.00	$1,673.58	$85.00	inc
Riverside County			$1,561.00	inc	inc
San Bernardino Valley MWD			$2,057.56	$147.39	$26.85
Western Municipal WD	$150.00		$2,812.19	inc	inc
Yorba Linda WD		2.0%	$2,842.55	$169.30	$41.83
Yucaipa Valley WD		$678.17	$1,991.00	$120.00	inc
Santa Ana WPA			$2,057.56	inc	inc

Management Employees	Cash		Insurances		
Survey Agency	Long.	Def. Comp.	Health	Dental	Vision
Cucamonga Valley WD	5.0%		$2,240.09	$193.04	
Eastern MWD		4.5%	$2,535.00	$130.04	$19.31
Elsinore Valley MWD			$2,544.50	$154.78	$20.93
Inland Empire UA		$54.17	$1,808.00	inc	inc
Irvine Ranch WD		4.0%	$2,689.39	$151.41	$25.85
Orange County WD		3.0%	$2,592.40	$128.37	$18.56
City of Riverside		$100.00	$1,640.00	$45.00	inc
Riverside County		$108.33	$1,561.00	inc	$18.88
San Bernardino Valley MWD			$2,057.56	$147.39	$26.85
Western Municipal WD	$150.00	2.0%	$2,812.19	inc	inc
Yorba Linda WD		2.0%	$2,842.55	$169.30	$41.83
Yucaipa Valley WD		$1,284.17	$2,133.00	$120.00	inc
Santa Ana WPA			$2,057.56	inc	inc

Salary Setting Methodology

- Establish benchmarks
- Analyze internal relationship
- Establish % differentials
- Supported by analysis of compensable factors
  - Role/Responsibility
  - Qualifications/Expertise
  - Decision Making/Autonomy
  - Resource Responsibility
  - Contacts/Working Relations



Recommended Classification Job Title	Current Range Max	Market Target	Market Deviation	Recomm. Range Max	Percent Change	4.3% 2024-25 COLA	Percent Change	Internal Alignment/Salary Setting Rationale
General Manager	$ 29,434	$ 30,109	-2.3%	$ 30,109	2.3%	$31,403	4.3%	Benchmark; set to market
Administrative Services Manager	$ 16,680			$ 17,233	3.3%	$17,974	4.3%	Approx. 15% above Senior Project Manager
Clerk of the Board	$ 10,434	$ 10,609	-1.7%	$ 10,609	1.7%	$11,065	4.3%	Benchmark; set to market
Business Analyst II	$ 9,931	$ 11,341	-14.2%	$ 11,341	14.2%	$11,829	4.3%	Benchmark; set to market
Business Analyst I	$ 8,778			$ 9,862	12.3%	$10,286	4.3%	Approx. 15% below Business Analyst II
Executive Assistant II	$ 9,931	$ 9,247	+6.9%	$ 9,931	0.0%	$10,358	4.3%	Benchmark; set to market; SCS*
Executive Assistant I	$ 9,222			$ 9,028	-2.1%	$9,417	4.3%	Approx. 10% below Executive Assistant II
Public Information Officer	$ 7,204	$ 9,866	-37.0%	$ 9,866	37.0%	$10,291	4.3%	Benchmark; set to market
Senior Administrative Assistant	$ 8,355			$ 8,740	4.6%	$9,116	4.3%	Approx. 15% above Administrative Assistant II
Administrative Assistant II	$ 6,690	$ 7,600	-13.6%	$ 7,600	13.6%	$7,927	4.3%	Benchmark; set to market
Administrative Assistant I	$ 5,913			$ 6,609	11.8%	$6,893	4.3%	Approx. 15% below Administrative Assistant II
Executive Manager of Engineering and Operations	$ 21,886	$ 22,908	-4.7%	$ 22,908	4.7%	$23,893	4.3%	Benchmark; set to market
Manager of Permitting and Pretreatment	$ 13,356	$ 14,667	-9.8%	$ 14,667	9.8%	$15,297	4.3%	Benchmark; set to market
Senior Project Manager	$ 14,743			$ 14,985	1.6%	$15,630	4.3%	Approx. 15% above Project Manager
Project Manager	$ 13,031	$ 12,650	+2.9%	$ 13,031	0.0%	$13,591	4.3%	Benchmark; set to market; SCS*
Project Specialist	$ 9,222			$ 10,051	9.0%	$10,483	4.3%	Approx. 15% above Senior Administrative Assistant
Senior Pretreatment Program Specialist	$ 10,434			$ 10,924	4.7%	$11,394	4.3%	Approx. 10% above Pretreatment Program Specialist
Pretreatment Program Specialist	$ 9,931	$ 9,555	+3.8%	$ 9,931	0.0%	$10,358	4.3%	Benchmark; set to market; SCS*
Manager of Operations	$ 14,743	$ 15,895	-7.8%	$ 15,895	7.8%	$16,578	4.3%	Benchmark; set to market
Brine Line Operations Superintendent	$ 10,434	$ 12,385	-18.7%	$ 12,385	18.7%	$12,918	4.3%	Benchmark; set to market
Senior Brine Line Pipeline Operator	$ 10,434			$ 10,605	1.6%	$11,061	4.3%	Approx. 15% above Brine Line Pipeline Operator II
Brine Line Pipeline Operator II	$ 9,222	$ 8,181	+11.3%	$ 9,222	0.0%	$9,619	4.3%	Benchmark; set to market; SCS*
Brine Line Pipeline Operator I	$ 6,690			$ 7,378	10.3%	$7,695	4.3%	Approx. 25% below Brine Line Pipeline Operator II
Deputy General Manager/Chief Financial Officer	$ 23,569	$ 22,423	+4.9%	$ 24,670	4.7%	$25,730	4.3%	Benchmark; set to market; SCS*
Accounting Manager	New			$ 13,109	--	$13,673	4.3%	Approx. 20% above Senior Accountant
Senior Accountant	$ 10,434			$ 10,924	4.7%	$11,394	4.3%	Approx. 10% above Accountant II
Accountant II	$ 9,931	$ 9,622	+3.1%	$ 9,931	0.0%	$10,358	4.3%	Benchmark; set to market; SCS*
Accountant I	$ 9,222			$ 9,028	-2.1%	$9,417	4.3%	Approx. 10% below Accountant II
Senior Accounting Technician	$ 8,355			$ 8,715	4.3%	$9,090	4.3%	Approx. 15% above Accounting Technician II
Accounting Technician II	$ 6,690	$ 7,578	-13.3%	$ 7,578	13.3%	$7,904	4.3%	Benchmark; set to market
Accounting Technician I	$ 5,913			$ 6,590	11.4%	$6,873	4.3%	Approx. 15% below Accounting Technician II
Information Systems & Technology Manager	$ 17,963	$ 19,560	-8.9%	$ 19,560	8.9%	$20,402	4.3%	Benchmark; set to market
Senior GIS Project Manager	$ 14,743			$ 14,693	-0.3%	$15,325	4.3%	Approx. 15% above GIS Project Manager
GIS Project Manager	$ 12,713	$ 12,776	-0.5%	$ 12,776	0.5%	$13,326	4.3%	Benchmark; set to market
Information System Analyst II	$ 10,434	$ 10,659	-2.2%	$ 10,659	2.2%	$11,118	4.3%	Benchmark; set to market
Information System Analyst I	$ 8,778			$ 9,269	5.6%	$9,668	4.3%	Approx. 15% below Information System Analyst II
Water Resources and Planning Manager	$ 18,872	$ 20,519	-8.7%	$ 20,519	8.7%	$21,401	4.3%	Benchmark; set to market
Principal Watershed Manager	$ 16,680	$ 17,080	-2.4%	$ 17,080	2.4%	$17,814	4.3%	Benchmark; set to market
Senior Watershed Manager	$ 14,743			$ 14,985	1.6%	$15,630	4.3%	Approx. 15% above Watershed Manager
Watershed Manager	$ 13,031			$ 13,031	0.0%	$13,591	4.3%	Same as Project Manager

Recommendations

- Adopt salary range/equity adjustments based on Base + Cash market median deviation (covers 2023-24 fiscal year)
- Further adjust salary ranges by 4.3% for the 2024-25 fiscal year
- Consider further review and possible adjustment for insurance benefits
- Consultant available for further research and analysis as needed

SANTA ANA WATERSHED PROJECT AUTHORITY

SAWPA

Summary of Riverwalk Data

Commission Meeting
Item No. 6.B
Ian Achimore
Senior Watershed Manager
July 16, 2024

Data Collection: Riverwalk Surveys

- Since 2006, SAWPA has led the annual implementation of the Santa Ana River Habitat Survey, also known as the “Riverwalk.”
- SAWPA leads this work as it administers a task force known as the Santa Ana Sucker Conservation Team.
- The Riverwalk involves utilizing staff from other water agencies and volunteers to monitor the Santa Ana River bottom, referred to as “substrate”, to determine adequate habitat for the Santa Ana sucker.

Credit: Brittany App Photography

Santa Ana Sucker Team Members:

ORANGE COUNTY WATER DISTRICT
SINCE 1933

CITY OF RIVERSIDE
City of Arts & Innovation

SAWPA

Purpose of Riverwalk Surveys

- Watershed stakeholders such as water agencies use the data to plan the location and scope of habitat and mitigation projects,
  - As well as to gage if projects are having the intended effect
- Watershed stakeholders use it for their region-wide habitat planning
  - Such as the SBVMWD-led Upper Santa Ana River Watershed Habitat Conservation Plan
- The data is also a helpful gage on how much beneficial habitat there is in the Santa Ana River Mainstem (not including tributaries such as Anza Creek) for the Santa Ana sucker.

About the Santa Ana Sucker

- The Santa Ana sucker is primarily a bottom feeder. Various research on the species found:
  - “Adult and juvenile suckers primarily feed by scraping algae from hard substrates, they prefer well-lit reaches with coarse substrates, where photosynthetic algae can grow.”
- A river bottom with a mixture of sand, cobble and gravel is ideal for the algae that the fish feeds on.
- Spawning can also take place over cobble and gravel. According to research from the early 2000s:
  - “Spawning occurs in areas with gravel substrates at a moderate depth, but close to areas of deeper water or aquatic vegetation that serve as refugia.”

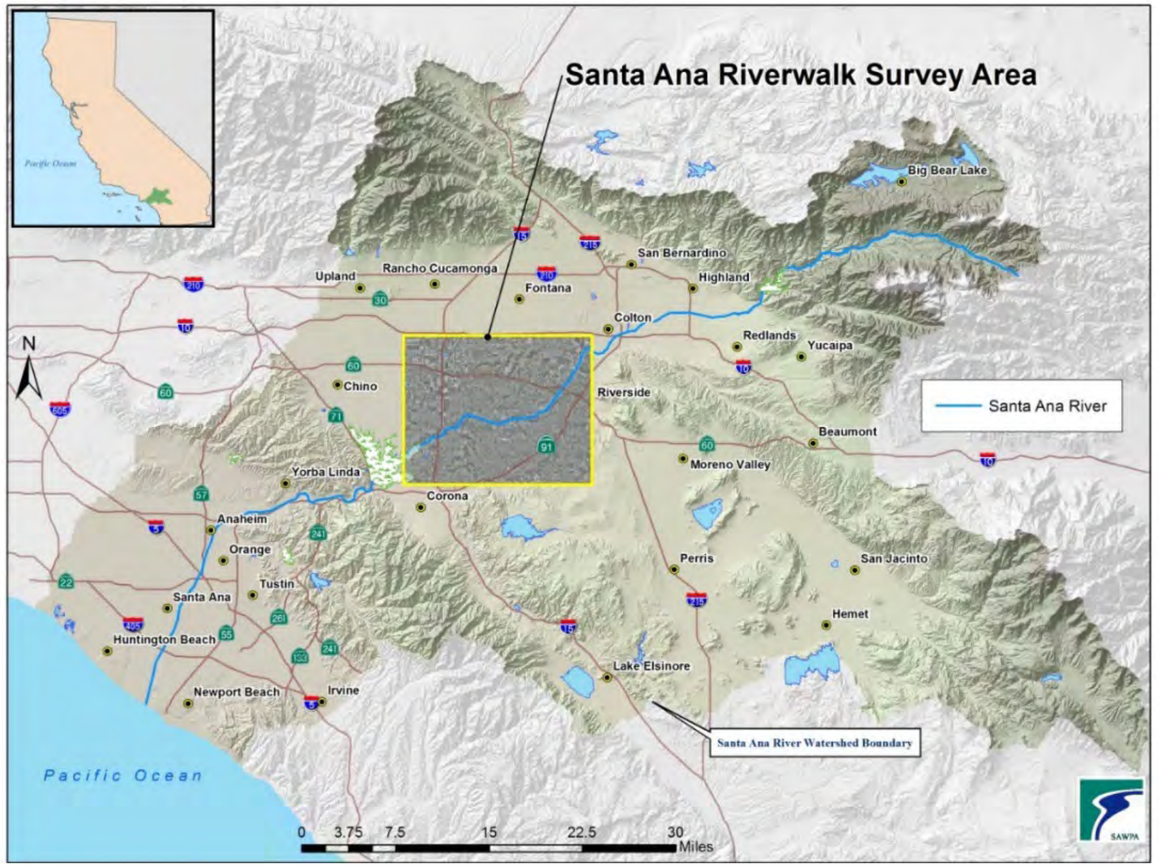
Santa Ana Sucker and its Habitat

Credit: Brett Mills

Credit: Brett Mills

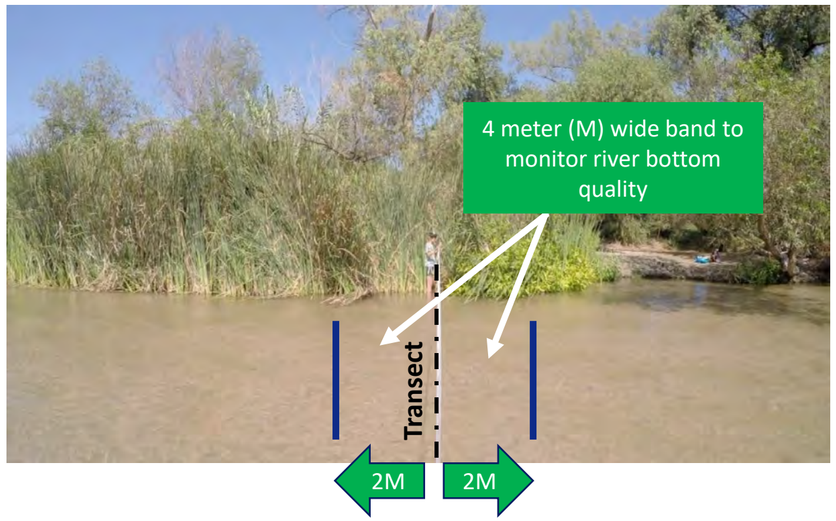
Data Collection Location

- Since 2006, Riverwalk data has been collected at approximately the same geo-located points each year, with each point labeled with a designating number: one through 118.
- This location was chosen because the River is perennially flowing here (i.e. downstream of Publicly Owned Treatment Works discharge points and rising groundwater).



Substrate (Stream bottom) Data Collection

- At each field point a transect line is drawn from bank to bank. To identify the area to monitor, a 4-meter-wide band is centered at the transect.



The area within the band is then surveyed by visually identifying what type of material makes up the river bottom (by %):

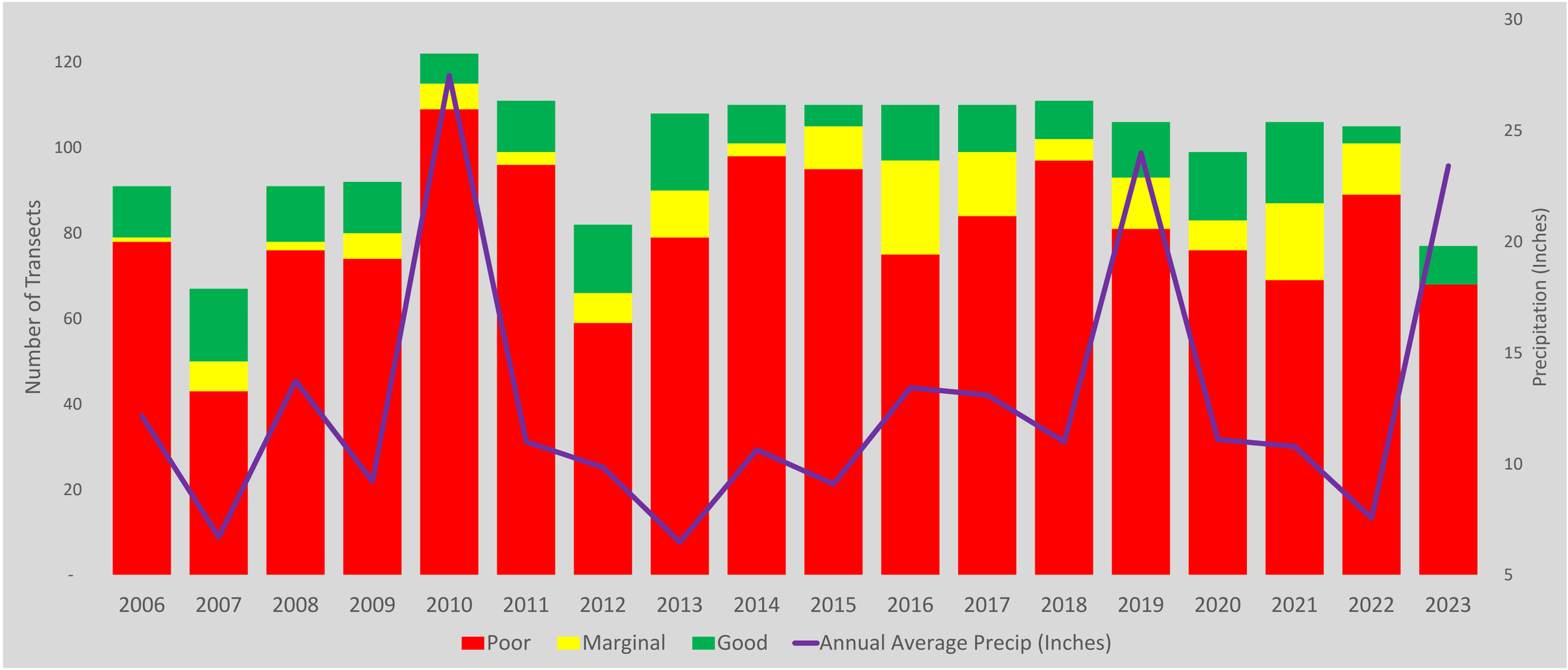
- Mud/Silt
- Sand
- Gravel
- Cobble
- Boulder

Substrate Analysis

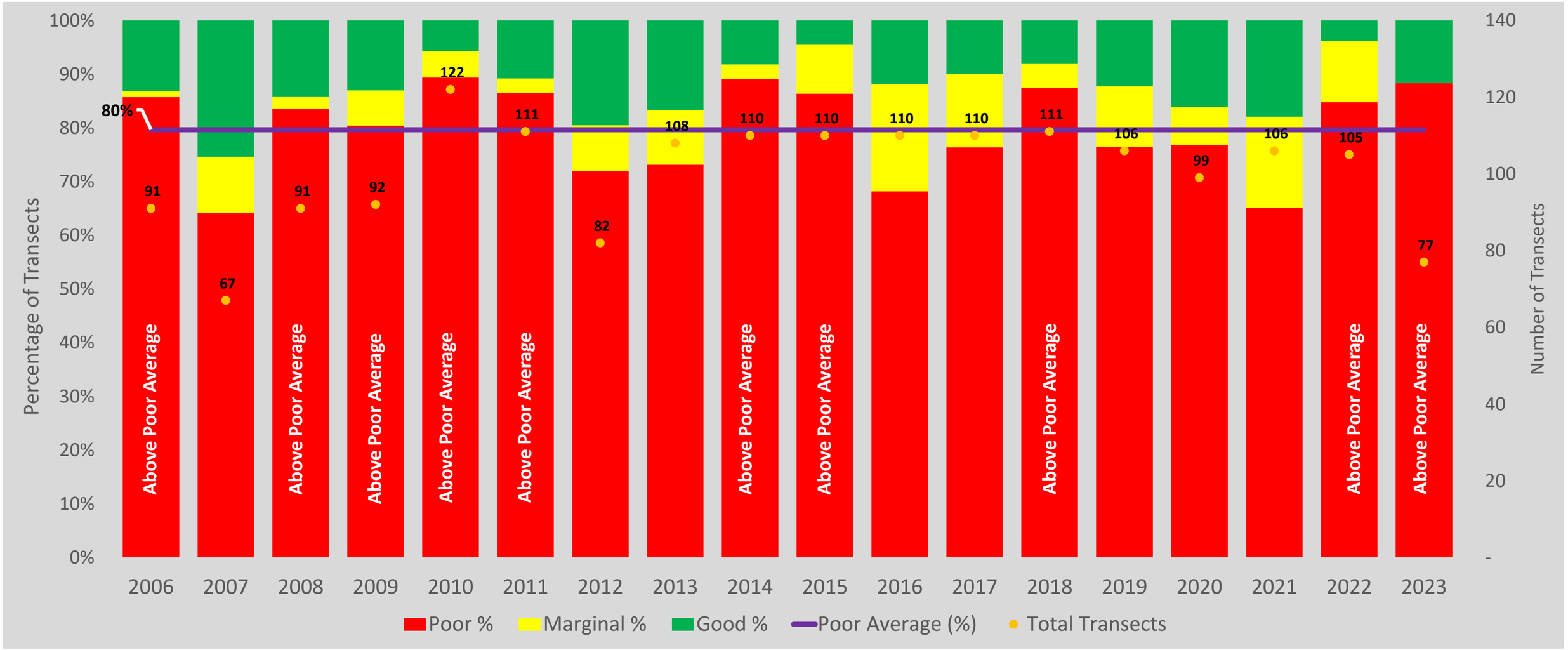
- For information sharing purposes, the quality of the stream bottom (substrate) is generalized in in the following categories:
- For example, if the sum of gravel, cobble and boulder is 29% (and the remaining 71% is sand, and/or mud) the Riverwalk transect will receive a poor rating.
- This data is summarized in the Riverwalk Atlas (currently draft). The purpose of the Atlas is to share results of the Riverwalk in an easy-to-understand format for experts and the general public.

Riverwalk Rating	Formula for Rating	Rating Threshold
Poor	Sum of gravel, cobble and boulder	≤30%
Marginal		>30% to <65%
Good		≥65%

Riverwalk Ratings and Average Precipitation

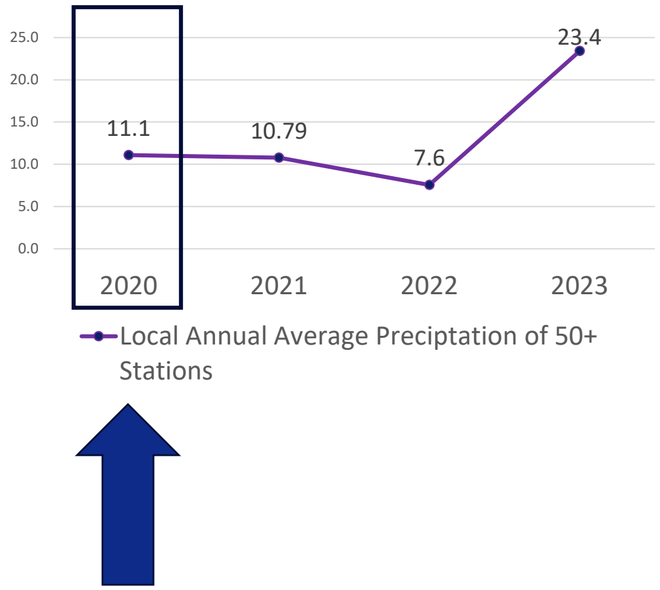


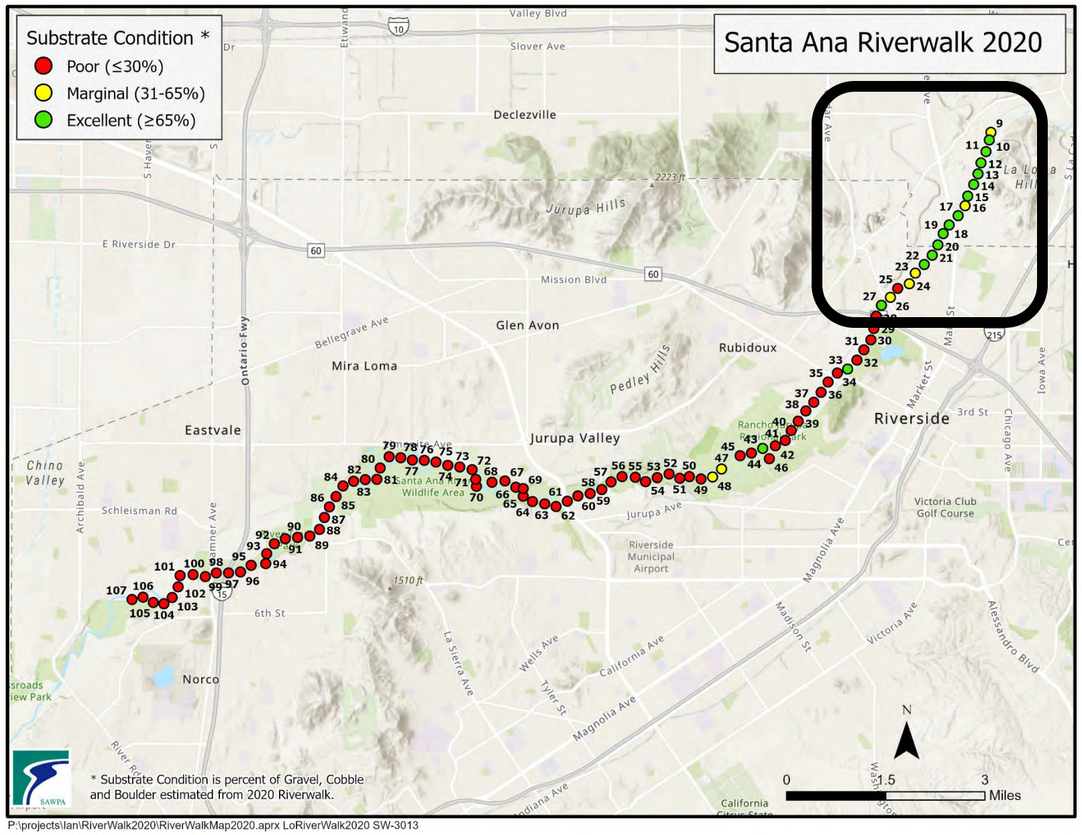
Riverwalk Ratings in Comparison to Average Poor Transects



Riverwalk Data in 2020

Recent Precipitation Across the Watershed





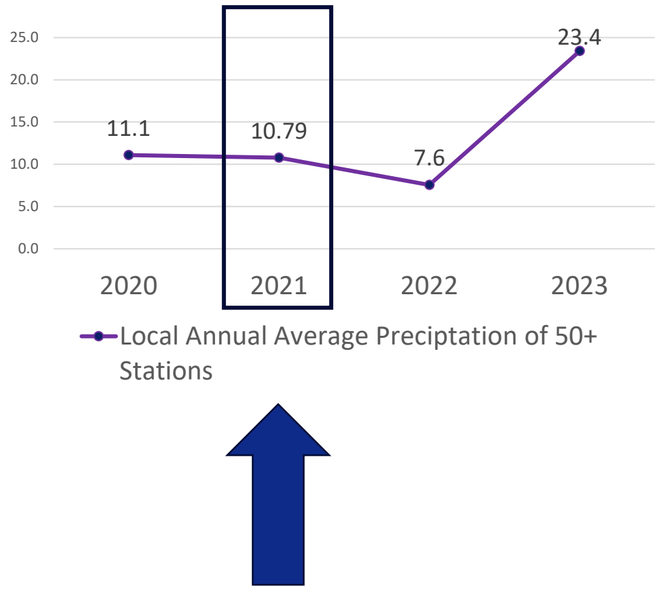
Good area of habitat shown above.

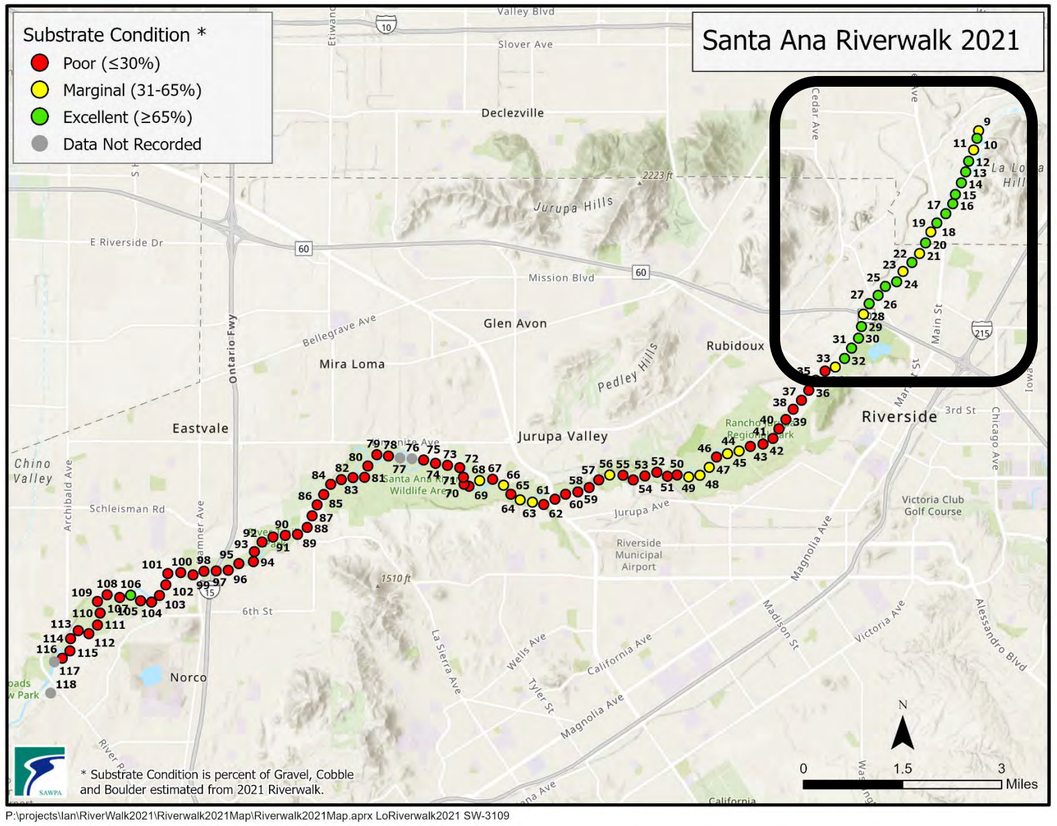
Riverwalk Ratings

	2020	2021	2022	2023
Poor Average	81	81	81	81
Poor	76	69	89	76
Marginal	7	18	12	5
Good	16	19	4	5
Total Transects	99	106	105	86

Riverwalk Data in 2021

Recent Precipitation Across the Watershed





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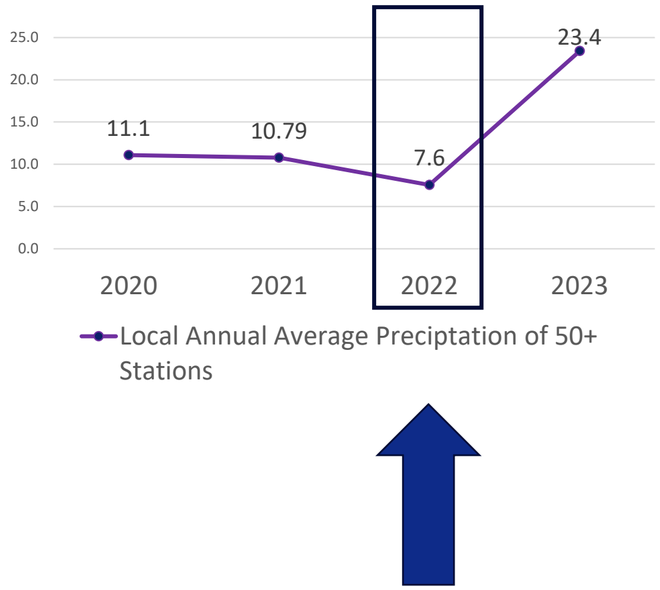
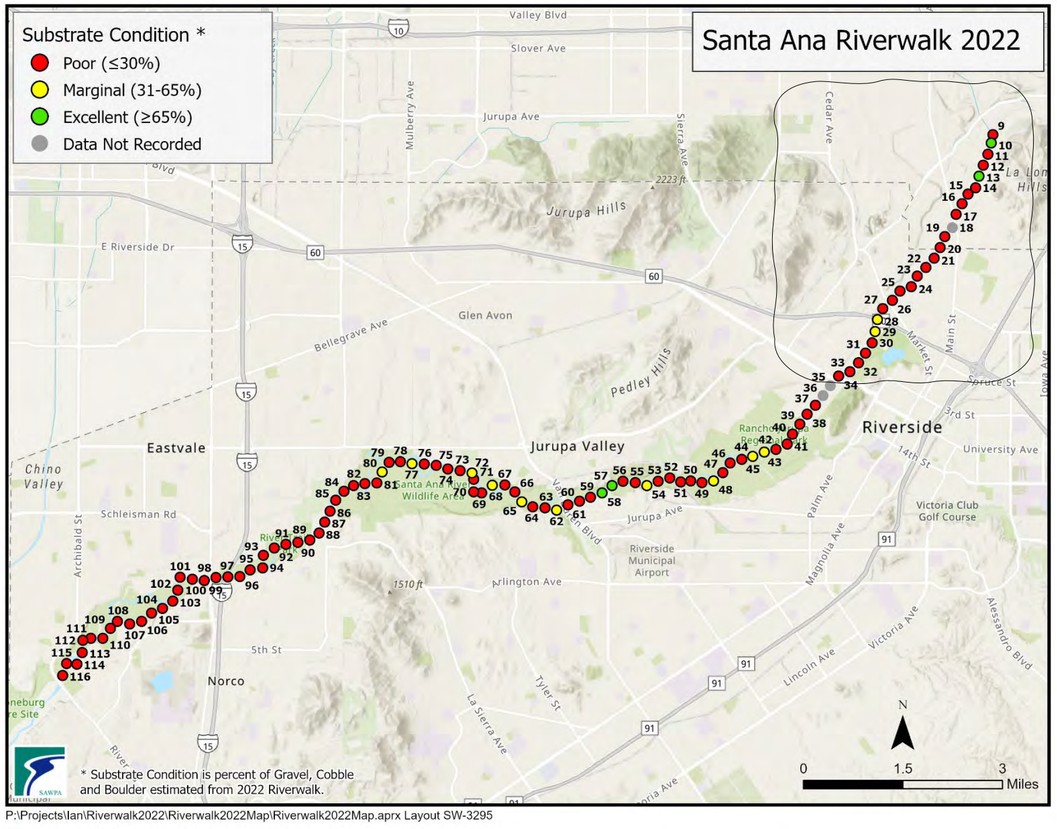
Riverwalk Data in 2022

Recent Precipitation Across the Watershed





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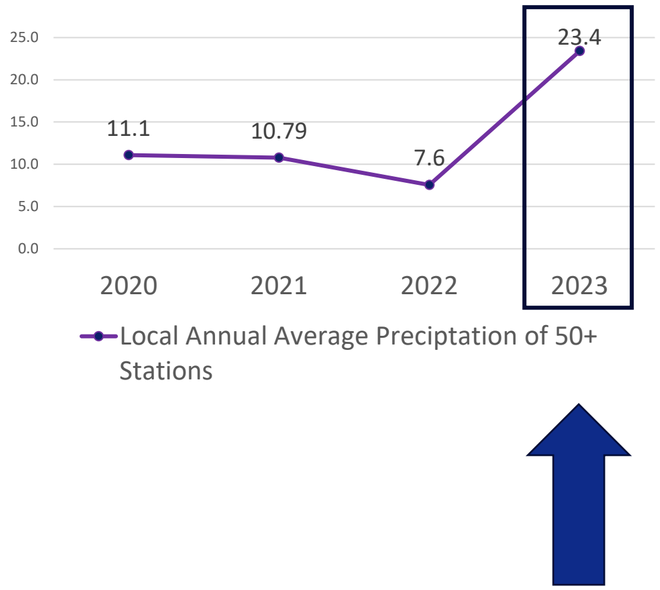
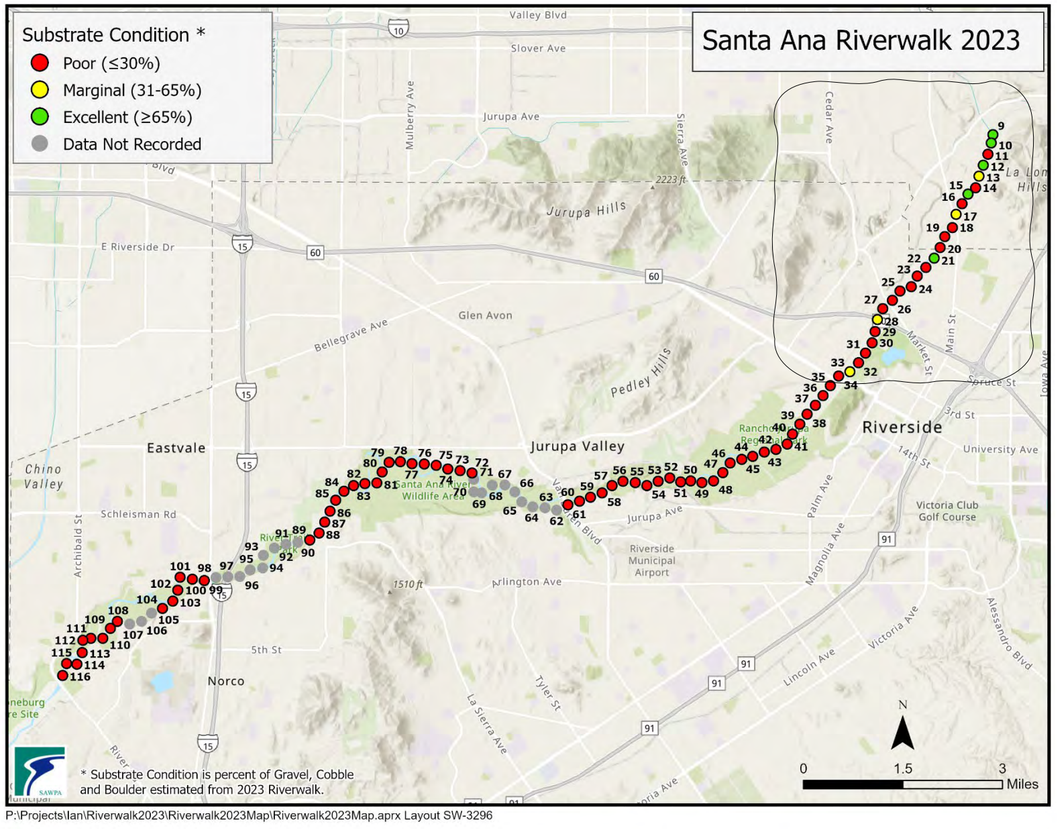
Good area not present (unlike 2020 and 2021). Could be because of several years of "dry weather." The annual average precipitation over the 2006 to 2023 time period is 12.8 inches.

Riverwalk Data in 2023

Recent Precipitation Across the Watershed





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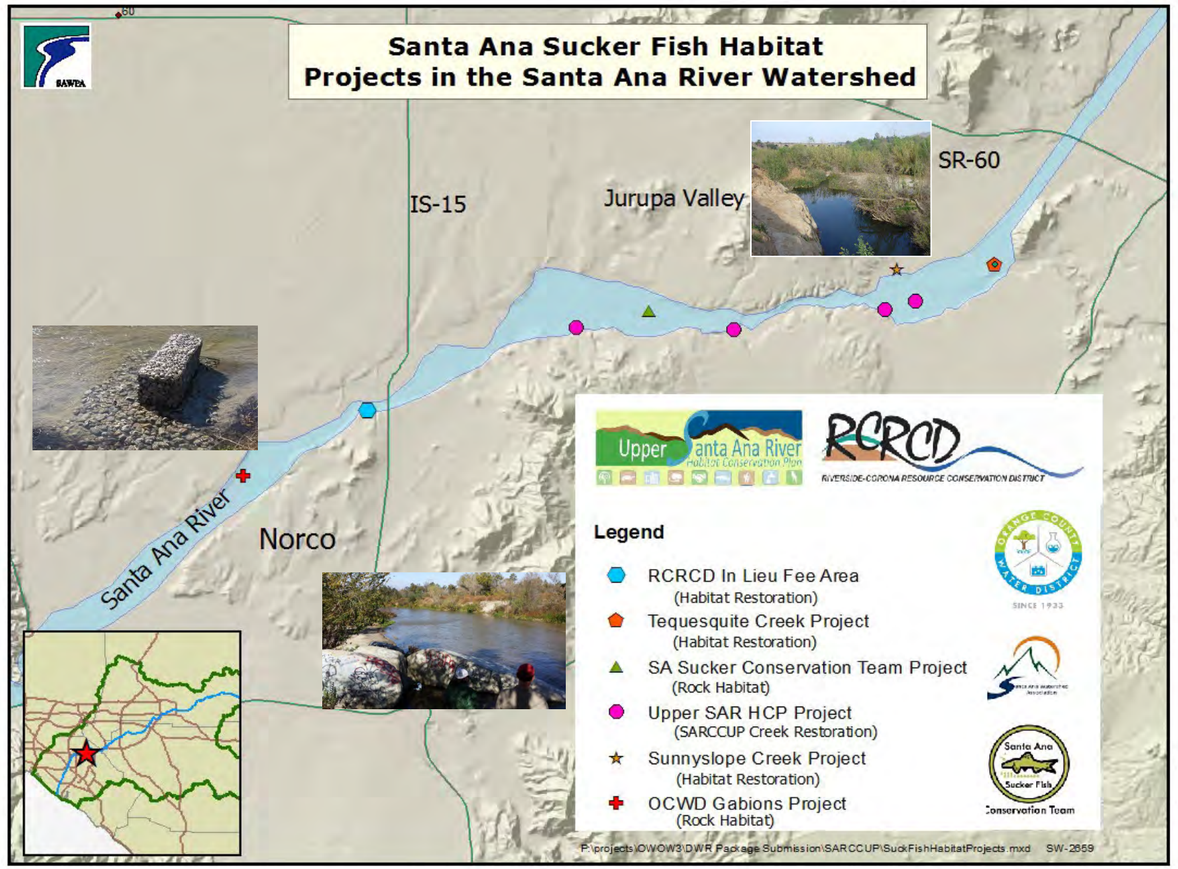
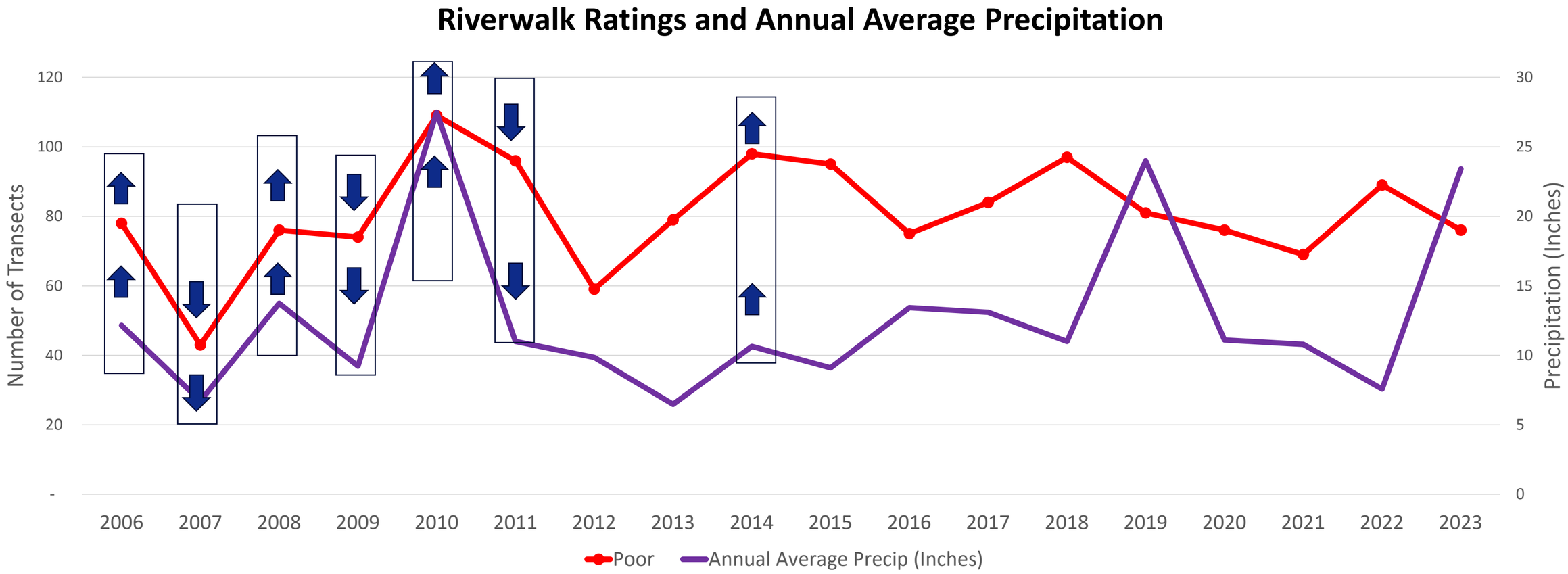
Habitat Projects Implemented

- Native fish habitat projects have been implemented in areas such as the Santa Ana River mainstem and tributaries,
  - Such as the SBVMWD-led Santa Ana Sucker Conservation and Conjunctive Use tributaries projects, and
  - OCWD maintenance of Sunnyslope Creek.



Draft Conclusions of Recent Data

- Poor transects were at first related to more precipitation in a sequential year possibly due to storms flushing sand (poor habitat) downstream.

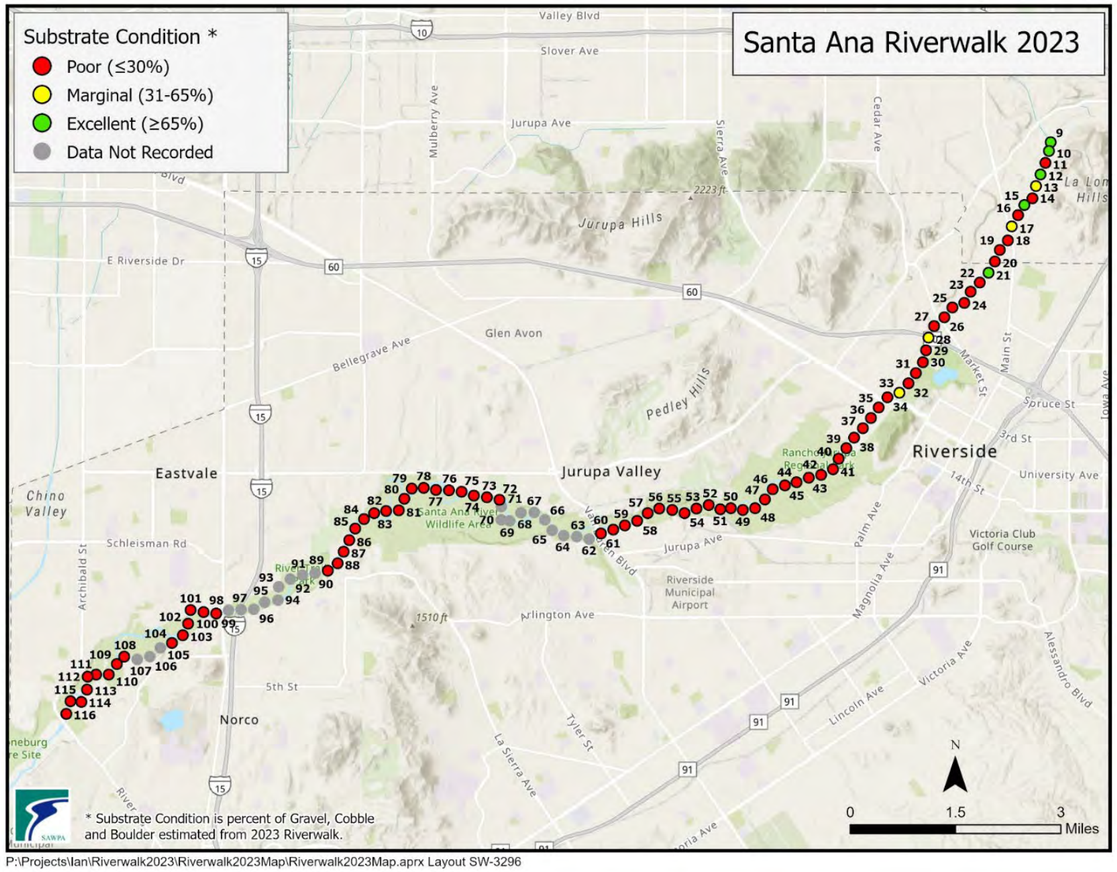


Next Steps

- Incorporate timing of flows and precipitation overlaid on Riverwalk ranking data. The annual average of precipitation is not granular enough.
- Santa Ana Sucker Conservation Team to finalize the Atlas.
- Santa Ana Sucker Conservation Team discussion on updating the Riverwalk data collection process, as well as enhancing type of data collected, which would occur in Fall 2024. New data to collect can include:
  - Suspended sediment concentrations,
  - Streamflow (discharge),
  - Algae detection, and
  - Size (width) of overall riverbed at monitoring points.

Next Steps (Continued)

- Need to also address:
  - Issues leading to “Data Not Recorded” which was caused due to lack of volunteers in 2023, and
  - Safety of volunteers in upstream areas related to homeless encampments (particularly dogs at encampments).
- SAWPA to discuss these issues with Santa Ana Sucker Conservation Team at upcoming meetings.



Questions?

Thank You

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