



SAWPA

SANTA ANA WATERSHED PROJECT AUTHORITY

11615 Sterling Avenue, Riverside, California 92503 • (951) 354-4220

This meeting will be conducted in person at the address listed above. As a convenience to the public, members of the public may also participate virtually using the zoom link provided below. The zoom link is for viewing purposes only; members of the public will not have speaking privileges virtually. Public Comments may be provided in person or submitted in advance to publiccomment@sawpa.gov. Speaking privileges through zoom are limited to approved entities and pre-vetted participants who must request authorization. However, in the event there is a disruption of service which prevents the Authority from broadcasting the meeting to members of the public, the meeting will not be postponed or rescheduled but will continue without remote participation. The remote participation option is provided as a convenience to the public and is not required. Members of the public are welcome to attend the meeting in-person.

ZOOM LINK FOR VIEWING ONLY

<https://sawpa.zoom.us/j/83801000088>

REGULAR COMMISSION MEETING TUESDAY, NOVEMBER 4, 2025 – 9:30 A.M.

AGENDA

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE

2. ROLL CALL

3. PUBLIC COMMENTS

Members of the public may address the Commission on items within the jurisdiction of the Commission; however, no action may be taken on an item not appearing on the agenda unless the action is otherwise authorized by Government Code §54954.2(b).

Members of the public may make comments in-person or electronically for the Commissions' consideration by sending them to publiccomment@sawpa.gov with the subject line "Public Comment". Submit your electronic comments by 5:00 p.m. on Monday, November 3, 2025. All public comments will be provided to the Chair and may be read into the record or compiled as part of the record. Individuals have a limit of three (3) minutes to make comments and will have the opportunity when called upon by the Commission.

4. ITEMS TO BE ADDED OR DELETED

Pursuant to Government Code §54954.2(b), items may be added on which there is a need to take immediate action and the need for action came to the attention of the SAWPA Commission subsequent to the posting of the agenda.

5. CONSENT CALENDAR

All matters listed on the Consent Calendar are considered routine and non-controversial and will be acted upon by the Commission by one motion as listed below.

- A. APPROVAL OF MEETING MINUTES: OCTOBER 21, 20257
Recommendation: Approve as posted.
- B. TREASURER'S REPORT: SEPTEMBER 202513
Recommendation: Approve as posted.

6. NEW BUSINESS

- A. **SANTA ANA RIVER HABITAT SURVEY UPDATE (CM#2025.80)**.....19
Presenter: Ian Achimore
Recommendation: Receive and file.
- B. **CLASSIFICATION AND COMPENSATION STUDY UPDATE (CM#2025.81)**.....65
Presenter: Karen Williams
Recommendation: That the Commission support temporarily by pausing further work on the Classification and Compensation Study until SAWPA's Strategic Plan is completed.

7. INFORMATIONAL REPORTS

Recommendation: Receive for information.

- A. **COMMUNICATIONS REPORT**203
Presenter: Karen Williams
- B. **GENERAL MANAGER REPORT**
Presenter: Karen Williams
- C. **CHAIR'S COMMENTS/REPORT**
- D. **COMMISSIONERS' COMMENTS**
- E. **COMMISSIONERS' REQUEST FOR FUTURE AGENDA ITEMS**

8. CLOSED SESSION

There were no Closed Session items anticipated at the time of the posting of this agenda.

9. ADJOURNMENT

PLEASE NOTE:

Americans with Disabilities Act: If you require any special disability related accommodations to participate in this meeting, call (951) 354-4220 or email svilla@sawpa.gov 48-hour notification prior to the meeting will enable staff to make reasonable arrangements to ensure accessibility for this meeting. Requests should specify the nature of the disability and the type of accommodation requested.

Materials related to an item on this agenda submitted to the Commission after distribution of the agenda packet are available for public inspection during normal business hours at the SAWPA office, 11615 Sterling Avenue, Riverside, and available at www.sawpa.gov, subject to staff's ability to post documents prior to the meeting.

Declaration of Posting

I, Sara Villa, Clerk of the Board of the Santa Ana Watershed Project Authority declare that on October 30, 2025, a copy of this agenda has been uploaded to the SAWPA website at www.sawpa.gov and posted at SAWPA's office at 11615 Sterling Avenue, Riverside, California.

2025 SAWPA Commission Meetings/Events

First and Third Tuesday of the Month

(NOTE: All meetings begin at 9:30 a.m., unless otherwise noticed, and are held at SAWPA.)

January		February	
1/7/25	Commission Workshop [cancelled]	2/4/25	Commission Workshop
1/21/25	Regular Commission Meeting	2/18/25	Regular Commission Meeting
March		April	
3/4/25	Commission Workshop	4/1/25	Commission Workshop
3/18/25	Regular Commission Meeting	4/15/25	Regular Commission Meeting
May		June	
5/6/25	Commission Workshop	6/3/25	Commission Workshop - EMWD
5/20/25	Regular Commission Meeting - IEUA	6/17/25	Regular Commission Meeting - EMWD
5/13 – 5/15/25	ACWA Spring Conference, Monterey, CA		
July		August	
7/1/25	Commission Workshop - WMWD	8/5/25	Commission Workshop - SBVMWD
7/15/25	Regular Commission Meeting - WMWD	8/19/25	Regular Commission Meeting - SBVMWD
September		October	
9/2/25	Commission Workshop - SBVMWD	10/7/25	Commission Workshop
9/16/25	Regular Commission Meeting	10/21/25	Regular Commission Meeting
November		December	
11/4/25	Commission Workshop	12/2/25	Commission Workshop
11/18/25	Regular Commission Meeting	12/16/25	Regular Commission Meeting
		12/2 – 12/4/25	ACWA Fall Conference, San Diego, CA

2026 SAWPA Commission Meetings/Events

First and Third Tuesday of the Month

(NOTE: All meetings begin at 9:30 a.m., unless otherwise noticed, and are held at SAWPA.)

January		February	
1/6/26	Commission Workshop	2/3/26	Commission Workshop
1/20/26	Regular Commission Meeting	2/17/26	Regular Commission Meeting
March		April	
3/3/26	Commission Workshop	4/7/26	Commission Workshop
3/17/26	Regular Commission Meeting	4/21/26	Regular Commission Meeting
May		June	
5/5/26	Commission Workshop	6/2/26	Commission Workshop
5/19/26	Regular Commission Meeting	6/16/26	Regular Commission Meeting
5/5 – 5/7/26	ACWA Spring Conference, Sacramento, CA		
July		August	
7/7/26	Commission Workshop	8/4/26	Commission Workshop
7/21/26	Regular Commission Meeting	8/18/26	Regular Commission Meeting
September		October	
9/1/26	Commission Workshop	10/6/26	Commission Workshop
9/15/26	Regular Commission Meeting	10/20/26	Regular Commission Meeting
November		December	
11/3/26	Commission Workshop	12/1/26	Commission Workshop
11/17/26	Regular Commission Meeting	12/15/26	Regular Commission Meeting
		12/1 – 12/3/26	ACWA Fall Conference, Anaheim, CA

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SAWPA COMPENSABLE MEETINGS

In addition to Commission meetings, Commissioners and Alternate Commissioners will receive compensation for attending the meetings listed below, pursuant to the Commission Compensation, Expense Reimbursement, and Ethics Training Policy.

IMPORTANT NOTE: These meetings are subject to change. Prior to attending any meetings listed below, please confirm meeting details by viewing the website calendar using the following link:

<https://sawpa.gov/sawpa-calendar/>

MONTH OF: NOVEMBER 2025

DATE	TIME	MEETING DESCRIPTION	LOCATION
11/4/25	10:00 AM	PA 24 Committee Mtg	Hybrid (SAWPA & Virtual/Teleconference)
11/10/25	9:30 AM	Joint Regional Water Quality	Virtual/Teleconference
11/19/25	1:00 PM	Basin Monitoring Program Task Force Mtg	SAWPA - Boardroom
11/20/25	11:00 AM	OWOW Steering Committee Mtg	Hybrid (SAWPA & Virtual/Teleconference)

MONTH OF: DECEMBER 2025

DATE	TIME	MEETING DESCRIPTION	LOCATION
12/2/25	8:30 AM	PA 23 Committee Mtg	Hybrid (SAWPA & Virtual/Teleconference)
12/2/25	10:00 AM	PA 24 Committee Mtg	Hybrid (SAWPA & Virtual/Teleconference)
12/9/25	8:30 AM	PA 22 Committee Mtg	Hybrid (SAWPA & Virtual/Teleconference)
12/18/25	4:00 PM	LESJWA Board of Directors Mtg	Hybrid (Elsinore Valley MWD, 31315 Chaney Street, Lake Elsinore, CA 92530 & Virtual/Teleconference)

Please Note : We strive to ensure the list of Compensable Meetings set forth above is accurate and up-to-date; the list is compiled based on input from SAWPA staff and Department Managers regarding meeting purpose and content.

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**SAWPA COMMISSION
REGULAR MEETING MINUTES
OCTOBER 21, 2025**

COMMISSIONERS PRESENT

Mike Gardner, Chair, Western Municipal Water District
Gil Botello, Vice Chair, San Bernardino Valley Municipal Water District
Philip E. Paule, Secretary-Treasurer, Eastern Municipal Water District
Jasmin A. Hall, Inland Empire Utilities Agency
Denis Bilodeau, Orange County Water District [via – zoom]

COMMISSIONERS ABSENT

None

**COMMISSIONERS PRESENT;
NON-VOTING**

Fred Jung, Orange County Water District [via – zoom]
T. Milford Harrison, San Bernardino Valley Municipal Water District

STAFF PRESENT

Karen Williams, David Ruhl, Shavonne Turner, Dean Unger, John Leete, Alison Lewis, Haley Gohari, Bonnie Fitzgerald, Natalia Gonzalez, Sara Villa, Linda Kim

OTHERS PRESENT

Thomas S. Bunn, Lagerlof, LLP; Ken Tam, Inland Empire Utilities Agency; John Kennedy, Orange County Water District; Adekunle Ojo, San Bernardino Valley Municipal Water District; Mallory O'Connor, Western Municipal Water District; George Muñoz, City of Riverside

The Regular Meeting of the Santa Ana Watershed Project Authority Commission was called to order at 9:30 a.m. by Chair Gardner on behalf of the Santa Ana Watershed Project Authority, 11615 Sterling Avenue, Riverside, California, and Denis Bilodeau at 601 N. Ross Street, Room 327, Santa Ana, CA 92701.

1. CALL TO ORDER

2. ROLL CALL

An oral roll call was duly noted and recorded by the Clerk of the Board.

3. PUBLIC COMMENTS

There were no public comments.

4. ITEMS TO BE ADDED OR DELETED

There were no items to be added or deleted.

5. CONSENT CALENDAR

Commissioner Botello requested to pull Agenda Item 5.B (Updated to Personnel Handbook Approval) from the Consent Calendar for further review/discussion. Only the meeting minutes from October 7, 2025 (Agenda Item 5.A) were approved as presented.

A. APPROVAL OF MEETING MINUTES: OCTOBER 7, 2025

Recommendation: Approve as posted.

MOVED, to approve the October 7, 2025 meeting minutes.

Result:	Adopted by Roll Call Vote
Motion/Second:	Paule/Hall
Ayes:	Bilodeau, Botello, Gardner, Hall, Paule
Nays:	None
Abstentions:	None
Absent:	None

B. UPDATED PERSONNEL HANDBOOK APPROVAL (CM#2025.74)

Commissioner Botello referenced page 30 of the agenda packet regarding "Observed Holiday Time" and raised a question regarding banking holiday time. It is not customary to allow employees to bank holiday time and suggest that such time is typically required to be used within the same pay period. Karen Williams noted that it's based off holidays that fall on regularly scheduled days off, such as the day after Thanksgiving, when most employees are off on Fridays. In past practice, that day has been "banked."

Commissioner Botello referenced page 35 of the agenda packet regarding "Performance Evaluation", and the process for completing and storing employee evaluation forms. He noted that the forms are completed, reviewed with the employee, and signed electronically. In addition to being stored electronically, is a physical copy of the evaluation kept in the employee's file? Ms. Williams confirmed that no one else, aside from HR, has access to the electronic employee evaluation files. It was also clarified that the employee can request access to their own evaluation if needed, but no one else has access.

Commissioner Botello referenced page 37 of the agenda packet regarding "Change of Personnel Status" and asked if employees can make changes to their benefits themselves, such as adding dependents. If so, what are the steps to ensure the eligibility of dependents and all necessary steps are taken before any changes are processed. Ms. Williams confirmed that while employees can make changes to their benefits, those changes must be reviewed and accepted by HR. Once accepted, the changes are then updated and reflected in the system.

Commissioner Botello requested a copy of the Remote Work Policy and Agreement and raised concerns about the lack of mention regarding background checks in the Personnel Handbook, particularly for positions involving the use of city vehicles. How does SAWPA ensure proper due diligence is being done, especially for employees who may use company vehicles and verify that employees have a valid driver's license and a clean driving record. Ms. Williams clarified that SAWPA participates in the DMV Pull Notice Program, which helps verify the driving records of employees who operate vehicles.

Commissioner Botello also inquired about the military leave benefits for employees called to active duty or reserve service, asking if the benefits last for 31 days, after the 31 days of leave, the employee will no longer receive pay or benefits. Shavonne Turner noted that she would follow up and provide information on the specific language.

MOVED, to approve the updated Personnel Handbook.

Result:	Adopted by Roll Call Vote
Motion/Second:	Botello/Hall
Ayes:	Botello, Gardner, Hall, Paule
Nays:	None
Abstentions:	None
Absent:	Bilodeau

6. **NEW BUSINESS**

A. **ANNUAL AB 2561 VACANCY AND RECRUITMENT REPORT (CM#2025.75)**

Shavonne Turner provided a presentation titled Annual AB 2561 Vacancy and Recruitment Report, contained in the agenda packet on pages 103-111.

This presentation provides SAWPA's annual update in compliance with AB 2561, which mandates public reporting on staffing vacancies and recruitment activities. The purpose of this update is to maintain transparency regarding staff levels and hiring efforts for the current fiscal year. This report supports transparency and accountability in SAWPA's staffing practices and ensures compliance with AB 2561.

Ms. Turner noted that for Fiscal Year 2025-26, SAWPA has one (1) vacancy: the Water Resources and Planning Manager position. All other positions are currently filled, resulting in a vacancy rate of 3.85%. This means SAWPA is fully staffed and remains in compliance with AB 2561. Recruitment for the Water Resources and Planning Manager position is underway, with the first round of application screening already completed. SAWPA has also enhanced onboarding materials and communication with candidates to ensure strong candidate experience and employee retention. There are no delays or obstacles in the recruitment process.

This effort aligns with SAWPA's critical success factors, including organizational sustainability, maintaining the right team capacity to meet agency goals, fulfilling legal and reporting obligations, and ensuring transparent reporting to both the Commission and the public. These factors ensure that SAWPA remains a high-performing, compliant organization. Additionally, there are no unanticipated resource impacts from this report. Recruitment activities are within the FY 2025-26 budget, reflecting SAWPA's ongoing commitment to fiscal responsibility and efficient operations. There was no discussion.

This item is to receive and file; no action was taken on agenda item no. 6.A.

B. **2026 MEDICAL INSURANCE CAP (CM#2025.76)**

Karen Williams provided a report on the 2026 Medical Insurance Cap, contained in the agenda packet on pages 113-117.

Each year, SAWPA reviews and adjusts the medical insurance cap based on the annual rate increase provided by ACWA. This year, the Kaiser family rate is \$2,258.61, up from last year's rate of \$2,168.93. Staff are requesting that the Commission approve an increase to the cap, aligning it with the Kaiser family rate of \$2,258.61. This rate reflects the Southern California region. Over the past five (5) years, the insurance rate increases have been as follows: 9%, 0%, 0%, 5.8%, and 5.4%, with this year's increase at 4.1%. Given that the increase is under the projected 5% budget, staff recommend that the Commission approve the adjustment to the medical insurance cap. There was no discussion.

MOVED, to direct staff to adjust the medical insurance cap from \$2,168.93 to \$2,258.61, which is equal to the ACWA/JPIA 2026 Kaiser Family Plan rate.

Result:	Adopted by Roll Call Vote
Motion/Second:	Paule/Botello
Ayes:	Bilodeau, Botello, Gardner, Hall, Paule
Nays:	None
Abstentions:	None
Absent:	None

C. LOBBY SECURITY IMPROVEMENTS PROJECT (CM#2025.77)

David Ruhl provided a presentation titled SAWPA Lobby Security Improvement Project, contained in the agenda packet on pages 123-130.

The Lobby Security Improvements work began in May 2025 and was completed on October 18, 2025. The improvements were aimed at enhancing the lobby's security while maintaining an open and functional space during business hours. The work included adding a layer of security at the entrance, updating the lobby's appearance and functionality, and making exterior and interior improvements, such as upgrades to the restrooms and the ADA ramp.

Mr. Ruhl noted the improvements are a significant upgrade from the previous lobby, which had marble floors. In particular, the women's restroom has also seen notable enhancements, along with double counters. The contract for this project was awarded to Bridgerock Construction for \$552,988. A deductive change order of about \$28,000 was issued, bringing the final project cost to \$524,553.79.

Staff is recommending that the Commission approve filing a notice of completion with Riverside County upon receiving the following four required items; 1) Contractor has delivered all documents required by the contract documents, 2) Notice from the Architect accepting the work, 3) Receipt of final application payment from the Contractor, and 4) Notice from the Construction Manager recommending final payment. There was no discussion.

MOVED, to authorize the General Manager to accept the Bridgerock Construction Inc., work on the Lobby Security Improvements Project as complete and direct staff to file a Notice of Completion with the Riverside County Clerk upon the following:

1. Contractor has delivered all documents required by the Contract Documents,
2. Notice from the Architect accepting the work,
3. Receipt of Final Application for Payment from the Contractor, and
4. Notice from the Construction Manager recommending final payment.

Result:	Adopted by Roll Call Vote
Motion/Second:	Hall/Botello
Ayes:	Bilodeau, Botello, Gardner, Hall, Paule
Nays:	None
Abstentions:	None
Absent:	None

7. INFORMATIONAL REPORTS

Recommendation: Receive for Information.

A. CASH TRANSACTIONS REPORT – AUGUST 2025

Presenter: Karen Williams

B. INTER-FUND BORROWING – AUGUST 2025 (CM#2025.78)

Presenter: Karen Williams

C. PERFORMANCE INDICATORS/FINANCIAL REPORTING – AUGUST 2025 (CM#2025.79)

Presenter: Karen Williams

D. PROJECT AGREEMENT 25 – OWOW FUND – FINANCIAL REPORT, JULY 2025

Presenter: Karen Williams

E. PROJECT AGREEMENT 26 – ROUNDTABLE FUND – FINANCIAL REPORT, JULY 2025

Presenter: Karen Williams

F. PLANNING DEPARTMENT QUARTERLY REPORT: JULY – OCTOBER 2025

Presenter: Ian Achimore

G. STATE LEGISLATIVE REPORT

Presenter: Karen Williams

H. GENERAL MANAGER REPORT

Karen Williams introduced SAWPA's new Water Resources and Planning intern, Olivia Burgess. Ms. Burgess noted that she is in her fourth year at Cal Poly Pomona, majoring in Environmental Studies and minoring in Urban and Regional Planning. Ms. Burgess recently returned from studying abroad in Costa Rica, where she gained a deeper appreciation for water sustainability and is looking forward to working with the team.

Ms. Williams also announced the launch of a new Employee of the Year program to recognize outstanding achievements and contributions from SAWPA staff. Nominations for the award opened on October 1st. In addition, staff have partnered with CV Strategies to produce a video for SAWPA's 50th anniversary. At the next meeting, scheduled for November 4th, we'll be setting up interviews for the video. If the Commission is interested in being interviewed, staff will be providing talking points and details. Ms. Williams requested all Commissioners to attend the November 4th meeting to capture a group photo for the anniversary book and then conduct the interviews.

I. CHAIR'S COMMENTS/REPORT

Chair Gardner expressed appreciation for the lobby improvements, noting that it looks great and particularly values the additional security for employees. He highlighted how this enhancement helps protect against various potential issues, from unexpected visitors to safety concerns, and emphasized that it positions the organization better in terms of safety and comfort for both employees and visitors.

Additionally, Chair Gardner inquired if there is an estimated timeline for filling the Water Resources Planning Director position. Ms. Williams noted that second interviews are scheduled for tomorrow, and hopefully, following those interviews, a candidate will be selected.

J. COMMISSIONERS' COMMENTS

There were no Commissioners' comments received.

K. COMMISSIONERS' REQUEST FOR FUTURE AGENDA ITEMS

There were no requests for future agenda items.

The Commission confirmed that there were no updates regarding Closed Session Agenda Item 8.A, Threat to Public Services or Facilities, and therefore determined that a closed session was not necessary.

8. CLOSED SESSION

A. THREAT TO PUBLIC SERVICES OR FACILITIES

Consultation with Thomas S. Bunn, Commission General Counsel

9. CLOSED SESSION REPORT

There was no Closed Session.

10. ADJOURNMENT

There being no further business for review, Chair Gardner adjourned the meeting at 10:00 a.m.

**Approved at a Regular Meeting of the Santa Ana Watershed Project Authority Commission on
Tuesday, November 4, 2025.**

Mike Gardner, Chair

Attest:

Sara Villa, Clerk of the Board

Santa Ana Watershed Project Authority



Finance Department

Santa Ana Watershed Project Authority **TREASURER'S REPORT**

September 2025

During the month of September 2025, the Agency's actively managed temporary idle cash earned a return of 3.865% and 1.095%, representing interest earnings of \$81,594. Additionally, the Agency's position in overnight funds L.A.I.F. generated \$113,923 in interest, resulting in \$195,517 of interest income from all sources. Please note that this data represents monthly earnings only and does not indicate actual interest received. There were eleven (11) investment positions purchased, zero (0) positions sold, zero (0) positions matured, and zero (0) positions were called.

This Treasurer's Report is in compliance with SAWPA's Statement of Investment Policy. Based upon the liquidity of the Agency's investments, this report demonstrates the ability to meet customary expenditures during the next six months.

October 23, 2025

Prepared and submitted by:

A handwritten signature in black ink that reads 'Karen Williams'. The signature is written in a cursive, flowing style.

Karen L. Williams, Deputy GM/Chief Financial Officer

Santa Ana Watershed Project Authority
INVESTMENT PORTFOLIO - MARKED TO MARKET - UNREALIZED GAINS & LOSSES
September 30, 2025

SAWPA primarily maintains a "Buy and Hold" investment philosophy, with all investments held by US Bank via a third-party safekeeping contract.

Investment Type	Security Type	CUSIP	Dealer	Purchase Date	Maturity Date	Call Date (if appl)	Par Value	Yield To Maturity	Investment Cost	Market Value Current Month	Unrealized Gain / (Loss)	Coupon Rate	Interest Earned
Agency	FHLB	3130ATHWO	WMS	11-04-22	09-10-27	No Call	\$ 1,000,000.00	4.125%	\$ 991,965.00	\$ 1,008,151.25	\$ 16,186	4.125%	\$ 3,390.41
Agency	FHLB	3130AWC24	MBS	06-06-23	06-09-28	No Call	\$ 500,000.00	3.889%	\$ 502,505.00	\$ 504,379.34	\$ 1,874	4.000%	\$ 1,598.22
Agency	FHLB	3130AWN63	WMS	01-25-24	06-30-28	No Call	\$ 1,000,000.00	4.020%	\$ 999,170.00	\$ 1,010,255.94	\$ 11,086	4.000%	\$ 3,304.15
Agency	FHLB	3130ATUT2	MBS	01-09-25	12-14-29	No Call	\$ 500,000.00	4.451%	\$ 501,058.00	\$ 513,319.94	\$ 12,262	4.500%	\$ 1,829.18
Agency	USTN	91282CAZ4	WMS	04-19-21	11-30-25	No Call	\$ 1,000,000.00	0.761%	\$ 982,500.00	\$ 993,789.06	\$ 11,289	0.375%	\$ 625.20
Agency	USTN	91282CMD0	MBS	01-14-25	12-31-29	No Call	\$ 1,000,000.00	4.577%	\$ 991,100.00	\$ 1,025,625.00	\$ 34,525	4.375%	\$ 3,762.05
Agency	USTN	91282CEM9	CAM	09-11-25	04-30-29	No Call	\$ 1,000,000.00	3.524%	\$ 978,007.81	\$ 973,164.06	\$ (4,844)	2.875%	\$ 1,834.41
Agency	USTN	91282CGZ8	CAM	09-11-25	04-30-30	No Call	\$ 1,000,000.00	3.564%	\$ 997,265.63	\$ 990,195.31	\$ (7,070)	3.500%	\$ 1,855.23
Agency	USTN	9128CLK5	CAM	09-11-25	08-31-29	No Call	\$ 1,000,000.00	3.535%	\$ 1,003,281.25	\$ 997,304.69	\$ (5,977)	3.625%	\$ 1,840.14
Agency	USTN	91282CLL3	CAM	09-11-25	09-15-27	No Call	\$ 1,000,000.00	3.515%	\$ 997,304.69	\$ 995,039.06	\$ (2,266)	3.375%	\$ 1,829.73
Agency	USTN	91282CMW8	CAM	09-11-25	04-15-28	No Call	\$ 1,000,000.00	3.498%	\$ 1,006,171.88	\$ 1,002,695.31	\$ (3,477)	3.750%	\$ 1,820.88
Agency	USTN	91282CMY4	CAM	09-11-25	04-30-27	No Call	\$ 1,000,000.00	3.582%	\$ 1,002,617.19	\$ 1,001,171.88	\$ (1,445)	3.750%	\$ 1,864.60
Agency	USTN	91282CNY3	CAM	09-15-25	09-15-28	No Call	\$ 1,000,000.00	3.479%	\$ 997,070.31	\$ 992,812.50	\$ (4,258)	3.375%	\$ 1,429.73
Agency	USTN	91282CNX5	CAM	09-11-25	08-31-30	No Call	\$ 1,000,000.00	3.576%	\$ 1,002,187.50	\$ 994,765.62	\$ (7,422)	3.625%	\$ 1,861.48
CORP	Home Depot Inc	437076DJ8	CAM	09-15-25	09-15-30	No Call	\$ 125,000.00	4.030%	\$ 124,551.25	\$ 123,972.21	\$ (579)	3.950%	\$ 207.02
CORP	Home Depot Inc	437076DJ8	CAM	09-15-25	09-15-30	No Call	\$ 125,000.00	4.019%	\$ 124,612.50	\$ 123,972.21	\$ (640)	3.950%	\$ 206.46
CORP	JP Morgan Chase	46647PDF0	CAM	09-19-25	06-14-30	Callable	\$ 400,000.00	4.150%	\$ 405,668.00	\$ 404,713.54	\$ (954)	4.565%	\$ 500.27
CD	Beal Bank USA	07371DEV5	MBS	08-17-22	08-12-26	No Call	\$ 245,000.00	3.200%	\$ 245,000.00	\$ 243,659.65	\$ (1,340)	3.200%	\$ 644.38
CD	Capital One Bank USA NA	14042TGJ0	MBS	05-25-22	05-25-27	No Call	\$ 246,000.00	3.200%	\$ 246,000.00	\$ 243,962.43	\$ (2,038)	3.200%	\$ 647.01
CD	Morgan Stanley Private Bank	61768UAT4	MBS	11-15-22	11-15-27	No Call	\$ 248,000.00	5.000%	\$ 248,000.00	\$ 248,283.54	\$ 284	5.000%	\$ 1,019.18
CD	Cooperative Center FSU	21686MAA6	MBS	12-29-22	12-29-25	No Call	\$ 249,000.00	4.650%	\$ 249,000.00	\$ 249,366.25	\$ 366	4.650%	\$ 951.66
CD	Affinity Bank	00833J4Q4	MBS	03-17-23	03-17-28	No Call	\$ 248,000.00	4.900%	\$ 248,000.00	\$ 255,301.57	\$ 7,302	4.900%	\$ 998.79
CD	Discover Bank	2546732V7	MBS	03-22-23	03-23-27	No Call	\$ 243,000.00	5.050%	\$ 243,000.00	\$ 247,635.66	\$ 4,636	5.050%	\$ 1,008.62
CD	Global Fed CR UN Alaska	37892MAF1	MBS	05-12-23	05-12-27	No Call	\$ 249,000.00	4.600%	\$ 249,000.00	\$ 252,517.52	\$ 3,518	4.600%	\$ 941.42
CD	UBS Bank USA	90355GDJ2	MBS	05-17-23	05-17-27	No Call	\$ 249,000.00	4.550%	\$ 249,000.00	\$ 252,356.82	\$ 3,357	4.550%	\$ 931.19
CD	BMW Bank of North Americ	05580A2G8	MBS	06-16-23	06-16-26	No Call	\$ 244,000.00	4.600%	\$ 244,000.00	\$ 245,180.50	\$ 1,181	4.600%	\$ 922.52
CD	Farmers Insurance Group	30960QAS6	MBS	07-26-23	07-27-26	No Call	\$ 248,000.00	5.100%	\$ 248,000.00	\$ 250,595.99	\$ 2,596	5.100%	\$ 1,039.56
CD	Chartway Federal Credit Union	16141BAQ4	MBS	09-08-23	09-08-27	No Call	\$ 248,000.00	5.000%	\$ 248,000.00	\$ 254,230.98	\$ 6,231	5.000%	\$ 1,019.18
CD	Greenstate Credit Union	39573LEM6	MBS	09-26-23	09-26-28	No Call	\$ 248,000.00	5.000%	\$ 248,000.00	\$ 257,475.09	\$ 9,475	5.000%	\$ 1,019.18
CD	Empower Fed Cedit Union	291916AA2	MBS	09-29-23	09-29-27	No Call	\$ 248,000.00	5.100%	\$ 248,000.00	\$ 254,925.60	\$ 6,926	5.100%	\$ 1,039.56
CD	US Alliance Fed Credit Union	90352RDF9	MBS	09-29-23	09-29-28	No Call	\$ 248,000.00	5.100%	\$ 248,000.00	\$ 258,203.07	\$ 10,203	5.100%	\$ 1,039.56
CD	Numerica Credit Union	67054NBN2	MBS	11-10-23	11-10-26	No Call	\$ 248,000.00	5.550%	\$ 248,000.00	\$ 252,821.07	\$ 4,821	5.550%	\$ 1,131.29
CD	Heritage Community Cr Un	42728MAB0	MBS	11-15-23	11-16-26	No Call	\$ 248,000.00	5.450%	\$ 248,000.00	\$ 252,659.45	\$ 4,659	5.450%	\$ 1,110.90
CD	Members Trust of SW FCU	585899AG2	MBS	01-19-24	01-19-29	No Call	\$ 249,000.00	4.000%	\$ 249,000.00	\$ 251,637.31	\$ 2,637	4.000%	\$ 818.63
CD	Hughes FCU	444425AL6	MBS	01-29-24	01-29-27	No Call	\$ 249,000.00	4.400%	\$ 249,000.00	\$ 251,168.47	\$ 2,168	4.400%	\$ 900.49
CD	Farmers & Merchants TR	308693BG4	MBS	01-30-24	02-01-27	No Call	\$ 249,000.00	4.150%	\$ 249,000.00	\$ 250,371.37	\$ 1,371	4.150%	\$ 849.33
CD	Nicolet National Bank	654062LP1	MBS	03-08-24	03-08-29	No Call	\$ 249,000.00	4.250%	\$ 249,000.00	\$ 253,717.35	\$ 4,717	4.250%	\$ 869.79
CD	Medallion Bank	58404DUP4	MBS	03-13-24	03-15-27	No Call	\$ 249,000.00	4.600%	\$ 249,000.00	\$ 252,050.42	\$ 3,050	4.600%	\$ 941.42
CD	Wells Fargo Bank	949764MZ4	MBS	03-12-24	03-12-27	No Call	\$ 249,000.00	4.500%	\$ 249,000.00	\$ 251,736.58	\$ 2,737	4.500%	\$ 920.96
CD	Toyota Financial SGS Bank	89235MPN5	MBS	05-24-24	05-24-29	No Call	\$ 244,000.00	4.600%	\$ 244,000.00	\$ 251,565.07	\$ 7,565	4.600%	\$ 922.52
CD	First Foundation Bank	32026U5U6	MBS	05-22-24	05-22-29	No Call	\$ 244,000.00	4.600%	\$ 244,000.00	\$ 251,555.70	\$ 7,556	4.600%	\$ 922.52
CD	Citizens Bank	173477CF5	MBS	01-10-25	01-10-30	No Call	\$ 249,000.00	3.850%	\$ 249,000.00	\$ 250,476.72	\$ 1,477	3.850%	\$ 787.93
CD	Morgan Stanley Bank NA	61690D5F1	MBS	05-28-25	05-28-30	No Call	\$ 244,000.00	4.250%	\$ 244,000.00	\$ 249,300.34	\$ 5,300	4.250%	\$ 852.33
CD	Alliant Credit Union	01882MAD4	MBS	12-30-22	12-30-25	No Call	\$ 248,000.00	5.100%	\$ 248,000.00	\$ 248,589.07	\$ 589	5.100%	\$ 1,039.56
Total Actively Invested Funds							\$ 20,330,000.00		\$ 20,287,036.01	\$ 20,436,670.51	\$ 149,635	3.865%	\$ 55,048.66
Total Local Agency Investment Fund									\$ 19,074,003.39			4.212%	\$ 113,922.50
Total Money Market Investment Fund									\$ 29,495,034.00			1.095%	\$ 26,545.53
Total Invested Cash							\$ 20,330,000.00		\$ 68,856,073.40			3.016%	\$ 195,516.69

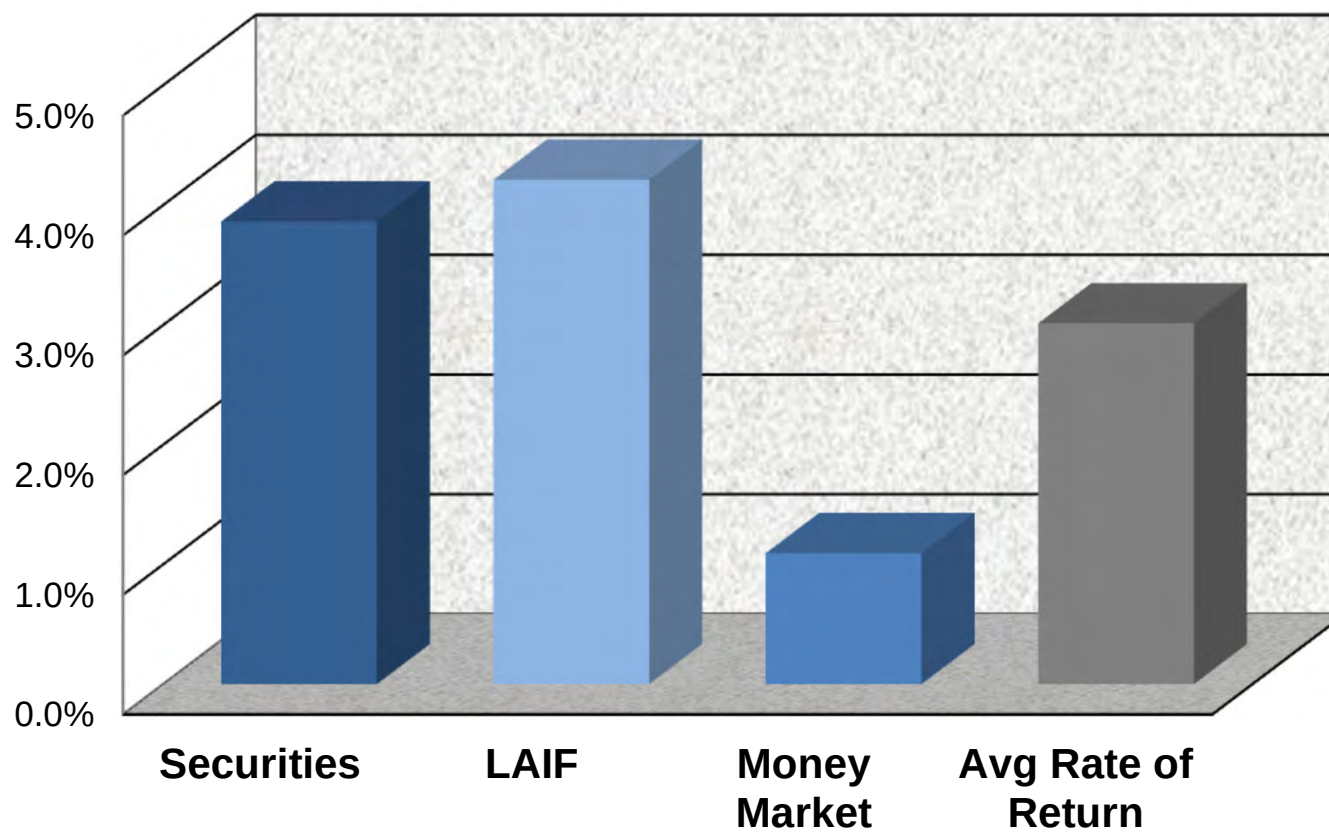
Key to Security Type:

FHLB	= Federal Home Loan Bank
FHLMC	= Federal Home Loan Mortgage Corporation
FNMA	= Federal National Mortgage Association
USTN	= US Treasury Note
CORP	= Corporate Note
CD	= Certificate of Deposit
GDB	= Goldman Sachs Bank
AEC	= American Express Centurion

Key to Dealers:

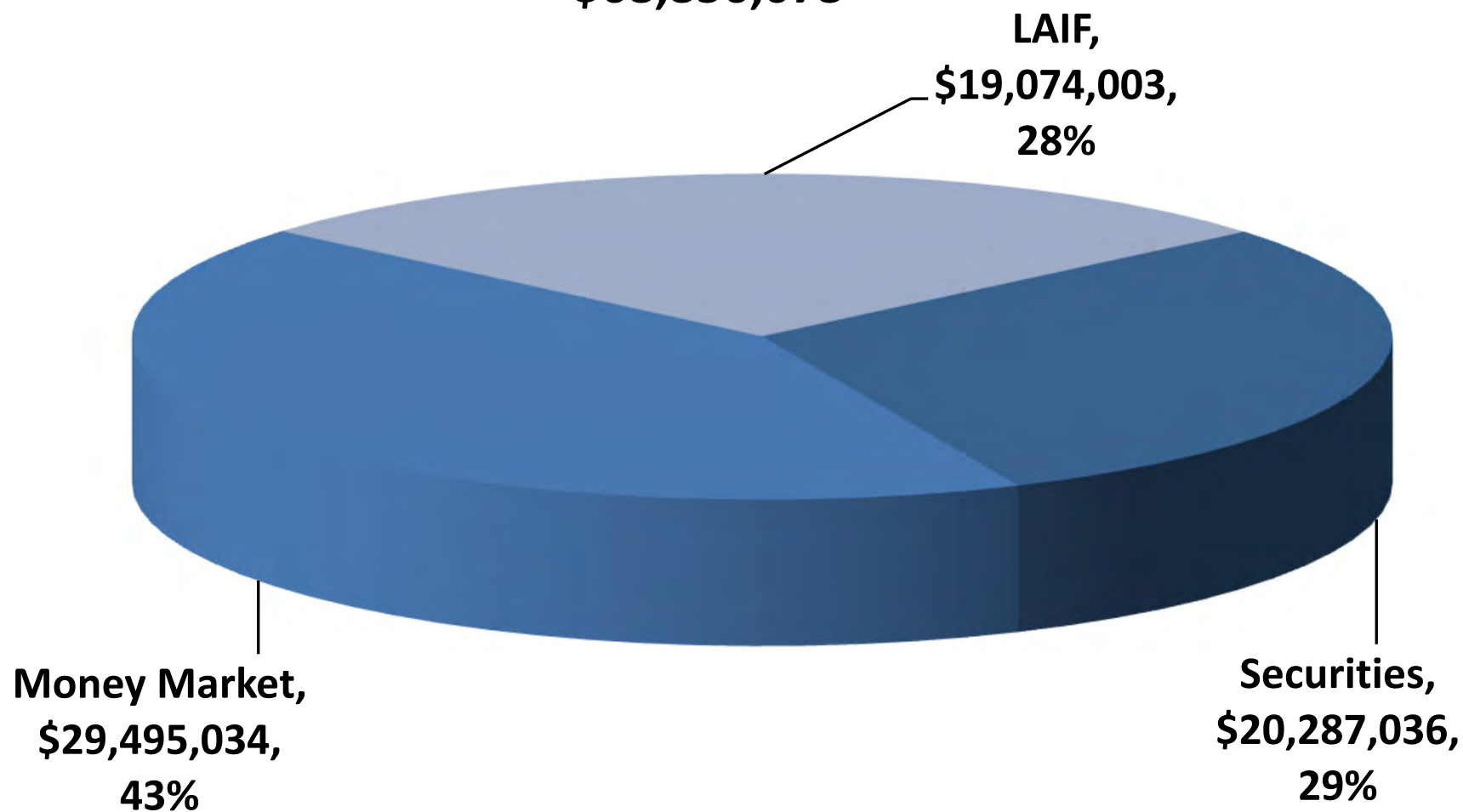
MBS	= Multi-Bank Securities
WMS	= Wedbush Morgan Securities
CAM	= Chandler Asset Management

Interest Rate Analysis

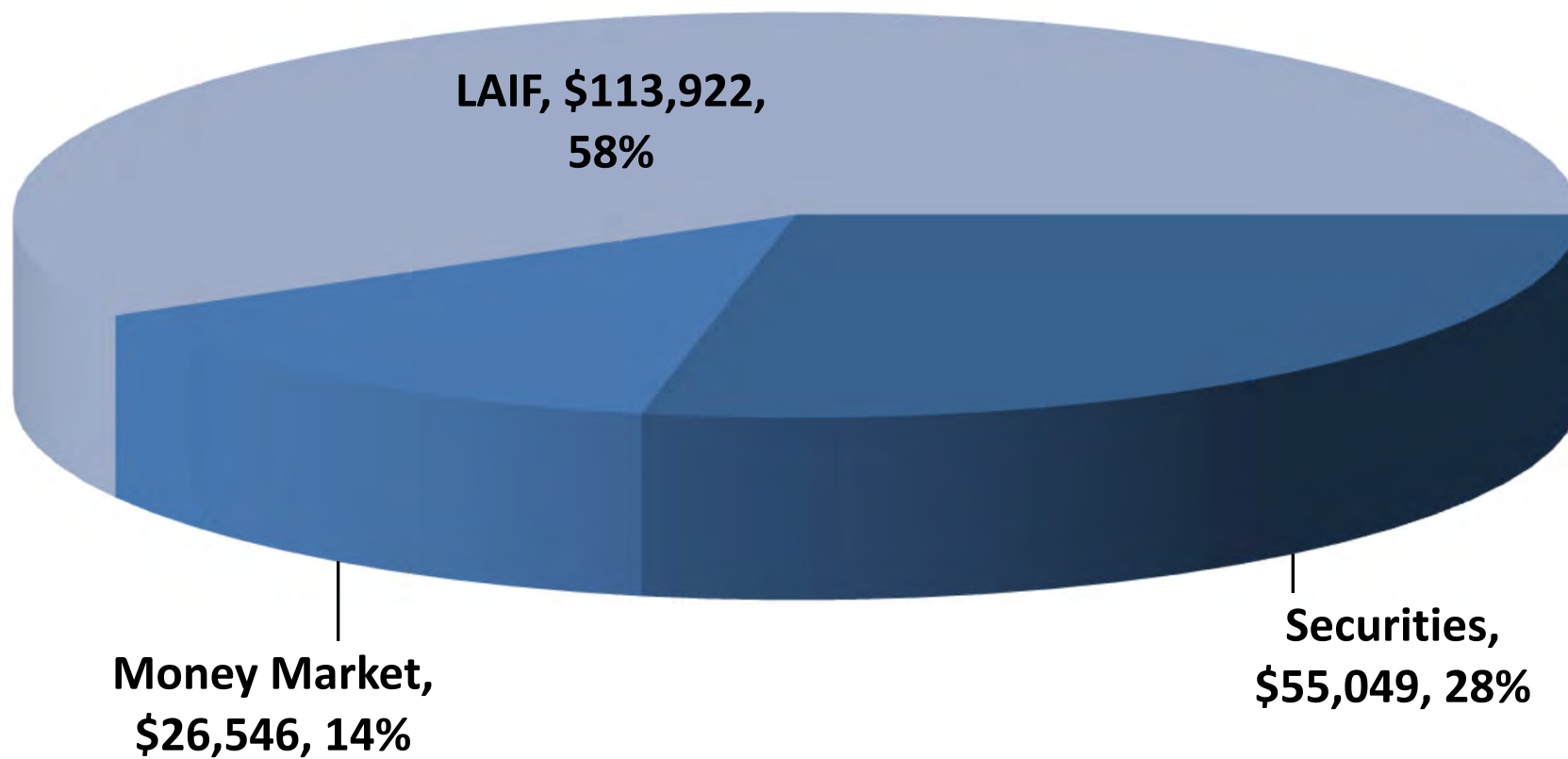


Investments

\$68,856,073



Interest \$195,517



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COMMISSION MEMORANDUM NO. 2025.80

DATE: November 4, 2025

TO: SAWPA Commission

SUBJECT: Santa Ana River Habitat Survey Update

PREPARED BY: Ian Achimore, Interim Planning Department Manager

RECOMMENDATION

Receive and file.

DISCUSSION

SAWPA leads the annual Santa Ana River Habitat Survey, which serves as a key monitoring component for the Santa Ana Sucker Conservation Team (Task Force). The Survey evaluates substrate conditions, sand, gravel, and cobble, along the river bottom to determine the quality of habitat for the Santa Ana sucker, a federally listed threatened fish species under the Endangered Species Act.

Since its inception in 2006, the Habitat Survey has been conducted annually through a collaborative field effort involving staff from regional water agencies and community volunteers. The 2025 event, marking the 20th consecutive year of monitoring, was conducted on October 21, 2025, covering the reach of the Santa Ana River from the River Road crossing in the City of Norco to the Rialto Channel in the City of Colton.

The Santa Ana sucker is primarily a bottom-feeding fish dependent on river reaches where gravel and cobble substrates promote algal growth, its primary food source. These substrates also provide critical spawning areas. In contrast, stream sections dominated by shifting sands are typically unsuitable for algae production and therefore less supportive of sucker populations. Data collection occurs each fall at approximately the same geo-referenced monitoring points (1 through 116). Points 1 through 8 are typically too dry for sampling. The Survey Atlas document (currently draft) summarizes habitat data collected from 2006 through 2025, categorizing each point based on the percentage of gravel and cobble substrate observed:

- Poor Habitat: ≤30% gravel/cobble coverage
- Marginal Habitat: >30% to <65% gravel/cobble coverage
- Excellent Habitat: ≥65% gravel/cobble coverage

This long-term dataset provides critical insight into changes in habitat conditions and informs regional management and recovery actions for the species.

BACKGROUND

The Santa Ana Sucker Conservation Team was established in 1998 and is composed of the City of Riverside, the Orange County Water District (OCWD), and SAWPA. In April 2000, the U.S. Fish and Wildlife Service (USFWS) formally listed the Santa Ana sucker as a threatened species. Even prior to that listing, the Team had initiated collaborative efforts to better understand the species' distribution and the causes of its decline.

Over the past two decades, the Team has implemented:

- Habitat protection and restoration projects
- Education and public outreach initiatives
- Fish and habitat surveys to monitor population status and trends
- Research to enhance understanding of species ecology and watershed dynamics

These ongoing efforts demonstrate the commitment of SAWPA and its partners to sustaining and improving habitat conditions for this native species across the watershed.

RESOURCE IMPACTS.

Funding for the Santa Ana Sucker Conservation Team is provided by the City of Riverside, OCWD, and SAWPA member agency contributions. Member agencies each contribute \$4,000 annually, supporting the Team's administrative functions, implementation of the annual Habitat Survey, and preparation of data summaries and reports.

Attachments:

- PowerPoint Presentation
- 2023 Draft Riverwalk Atlas Report



Santa Ana River Habitat Survey Update

Ian Achimore

November 4, 2025

Purpose of Presentation



Provide background on the Santa Ana Sucker Conservation Team and the annual Santa Ana Sucker Habitat Survey, and present preliminary findings from the 2025 survey, marking the 20th year of this long-standing monitoring event.

Special thanks to Orange County Water District, San Bernardo Valley Municipal Water District, Colton Police Department, Riverside County Regional Park & Open-Space District, and U.S. Fish and Wildlife Service for this partnership.



City of Colton
POLICE

About the Santa Ana Sucker Conservation Team



The Conservation Team reflects the involvement and active participation of over 20 agencies and non-profit organizations throughout the Santa Ana River Watershed who have worked together since 1998 to help conduct the following activities:

- Habitat protection and restoration projects and programs;
- Education and public outreach initiatives;
- Surveys to monitor fish status, and assessments of habitat conditions; and
- Research to increase the understanding of fish distribution in the watershed.



Credit: Brittany App Photography

Team Members:



City of Arts & Innovation



About the Santa Ana Sucker



Conservation Team

- The Santa Ana sucker is primarily a bottom feeder. Various research on the species found:
 - “Suckers primarily feed by scraping algae from hard substrates.”
- 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

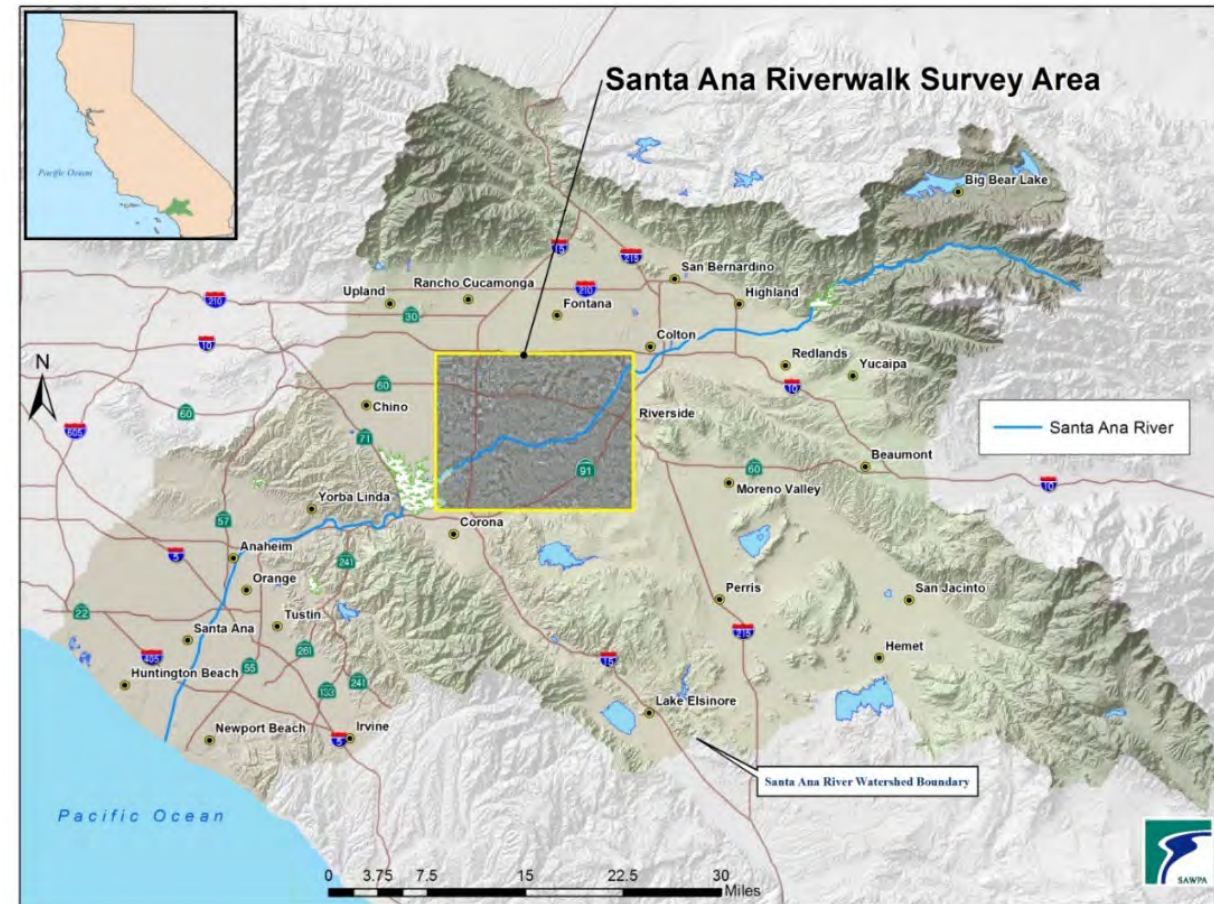
Benefits of Habitat Surveys

- 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.



Survey Location

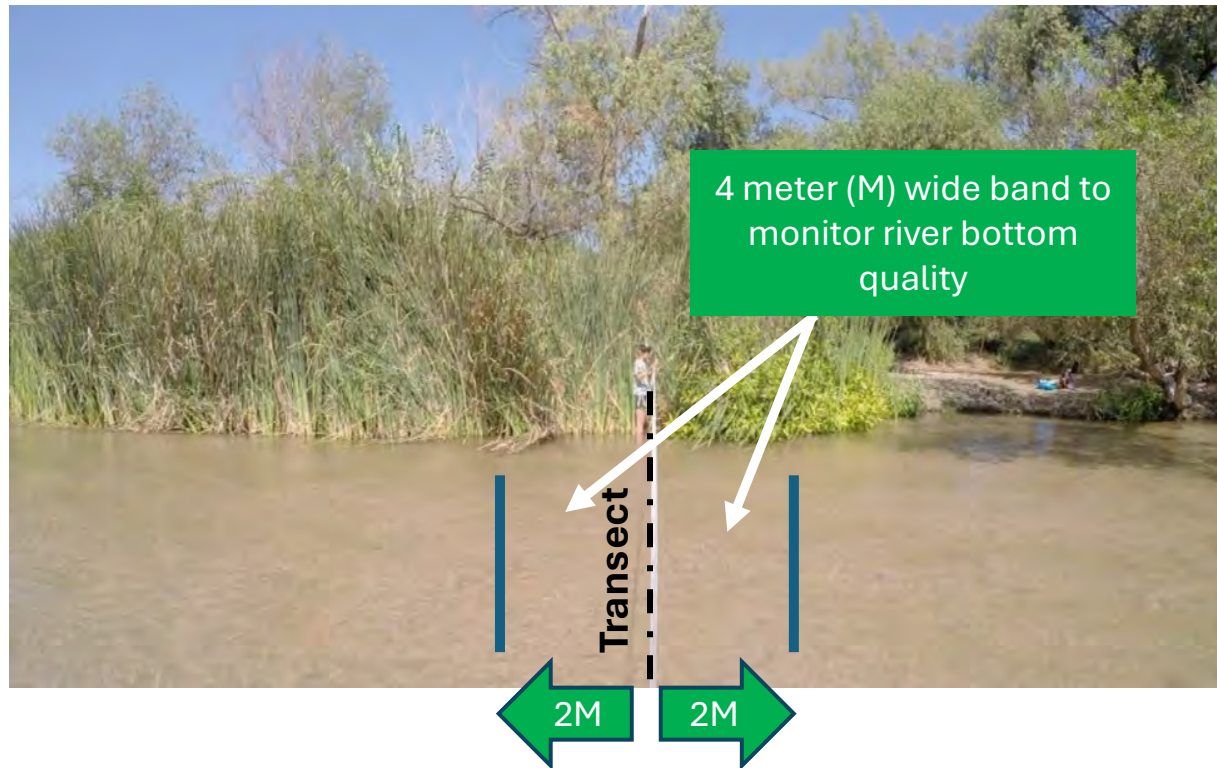
- Since 2006, Riverwalk data has been collected during the fall at approximately the same geo-located points each year, with each point labeled with a designating number: 1 through 116.
- This location was chosen because the River is perennially flowing here (i.e. downstream of Publicly Owned Treatment Works discharge points and rising groundwater).



River Bottom Measurements

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

River Bottom Analysis

- For information sharing purposes, the quality of the stream bottom (substrate) is generalized in the following three 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.



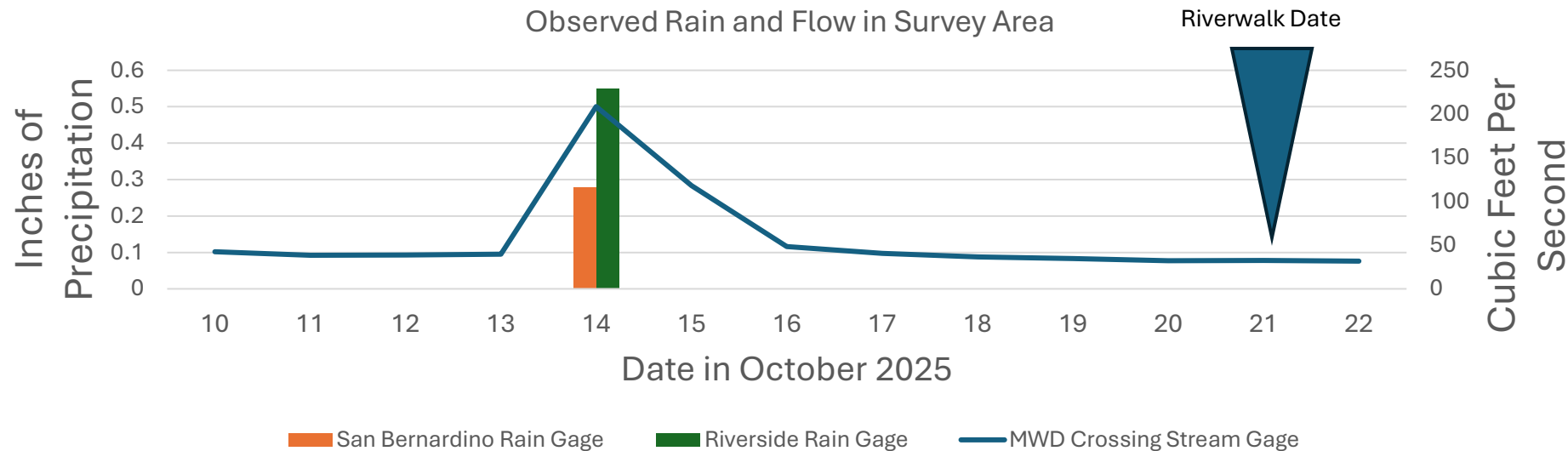
Riverwalk Rating Categories	Formula for Rating	Rating Threshold
Poor	Sum of gravel, cobble and boulder	$\leq 30\%$
Marginal		$> 30\%$ to $< 65\%$
Good		$\geq 65\%$

Timing of Data Collection

A minor storm on October 14 (less than 1 inch precipitation) prompted a short delay. The survey was rescheduled from October 16 to October 21 to allow river conditions to stabilize.



Credit: Press Enterprise



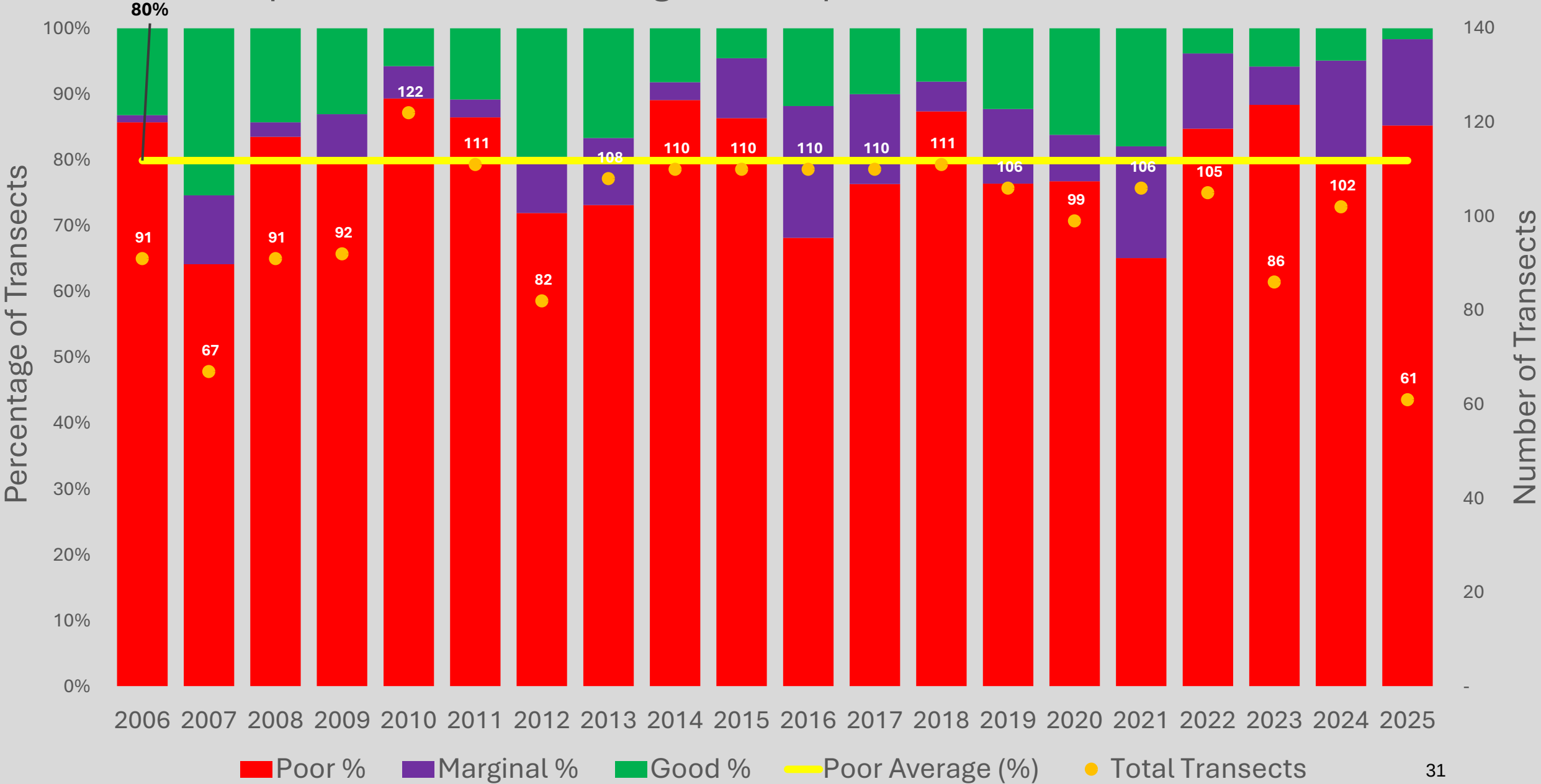
Observations from 2025

- Turbidity was an issue within that 7-day window (October 14 to October 21). Especially for the lower parts of the survey area near River Road.
- 61 sites were able to be surveyed (on average 99 transects are surveyed).
 - 26 sites were not surveyed due to a levee construction project.
 - 14 sites not surveyed due to high flows/turbidity.

Riverwalk Rating	Amount in 2025	Formula for Rating	Rating Threshold
Poor	52	Sum of gravel, cobble and boulder	≤30%
Marginal	8		>30% to <65%
Good	1		≥65%

Total: 61

Comparison to Mean: Ratings in Comparison to Mean Poor Transects



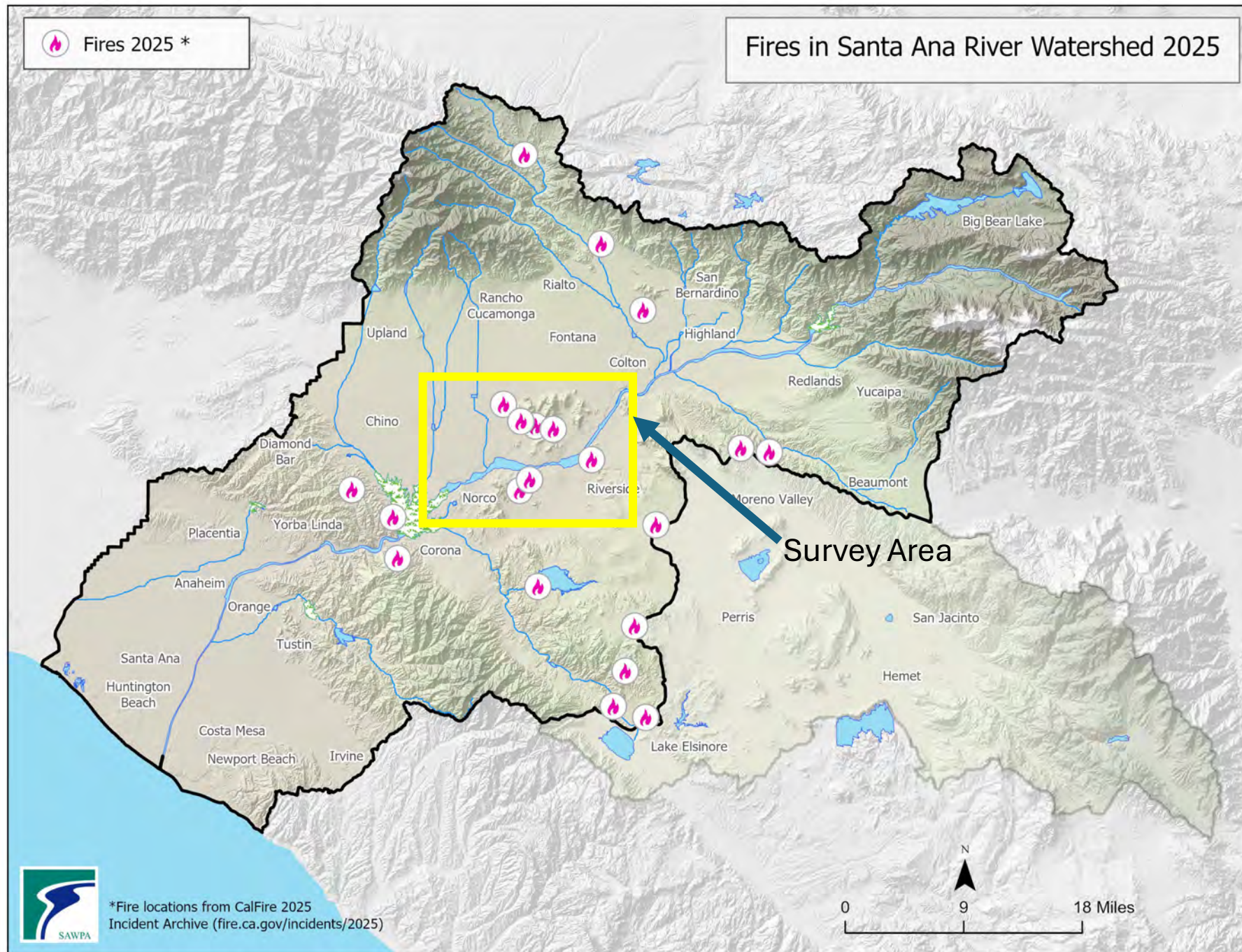
Natural Factors That Increase Turbidity

- Runoff caused by precipitation and/or severe weather.
- Disruption of bottom sediments (resuspension) due to water turbulence from windstorms or rain events.
- Bottom-feeding animals moving sediments around.
- Small floating organisms suspended in the water column (plankton, algae, cyanobacteria).
- Dead organic matter in the water column.
- Wood ash from wildfires that reaches surface water.
- Spring snowmelt and precipitation.



Fires 2025 *

Fires in Santa Ana River Watershed 2025



*Fire locations from CalFire 2025
Incident Archive (fire.ca.gov/incidents/2025)



Next Steps

- Discuss results with Sucker Team.
- Investigate differences in turbidity across the survey area with photos and data.
- Coordinate closely with Flood Control on their levee construction project.
- Coordinate with Sucker Team on possible Winter Riverwalk for January or February 2026.
- Update Riverwalk Report and post data on SAWPA website.



Conservation Team



Ian Achimore

Interim Planning Department Manager

ian@sawpa.gov

Draft

Riverwalk Atlas



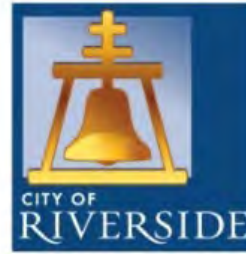
A map-based summary of Santa Ana River
habitat surveys conducted annually from
2006-2023.

Provided by the
Santa Ana Sucker Conservation Team

Atlas Contributors

The following members of the Santa Ana Sucker Conservation Team developed this Atlas: Orange County Water District, the City of Riverside, and the Santa Ana Watershed Project Authority.

Thanks to numerous volunteers who joined us for the 2023 Riverwalk. Thanks to them, the Team was able to compile the field survey results that are represented in this document.



City of Arts & Innovation



About the Riverwalk

The Santa Ana River Watershed includes a mixture of urban, suburban, and rural areas that border the Pacific Ocean, small creeks and the region's central waterway, the Santa Ana River.

The water agencies and municipalities that provide water to these areas have partnered with regulatory agencies, conservation organizations, and other entities to conduct an annual fish habitat survey within the Santa Ana River with a focus on one of the region's federally listed threatened endemic aquatic species, the Santa Ana sucker, *Catostomus santaanae*.

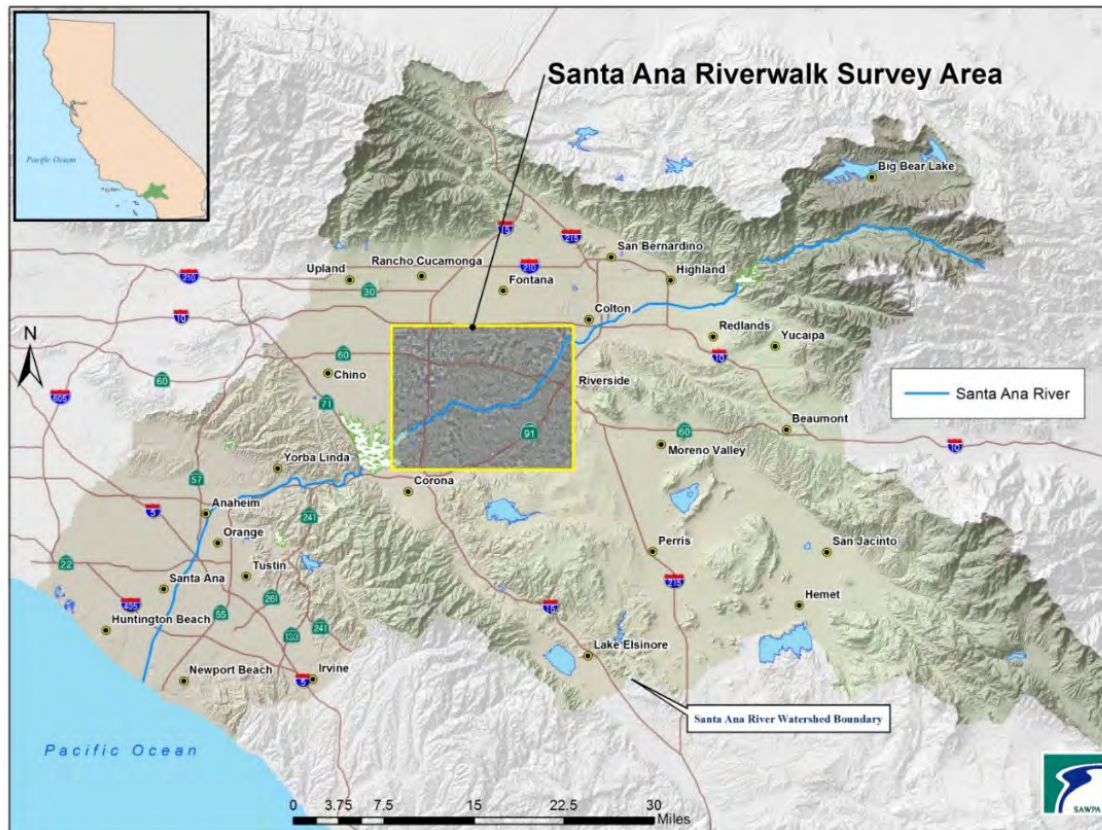


Credit: Brett Mills

Santa Ana Sucker

The **Santa Ana Sucker Conservation Team**, a partnership of agencies and municipalities, organizes the Riverwalk each year.

Location of the Riverwalk



The Riverwalk is an aquatic habitat survey and takes place on an 18 mile stretch of the Santa Ana River in California in fall of each year (the most recent being October 26, 2023). The river is in the Santa Ana River Watershed which covers an area from the Orange County oceanfront to the San Bernardino Mountains.

About the Santa Ana Sucker

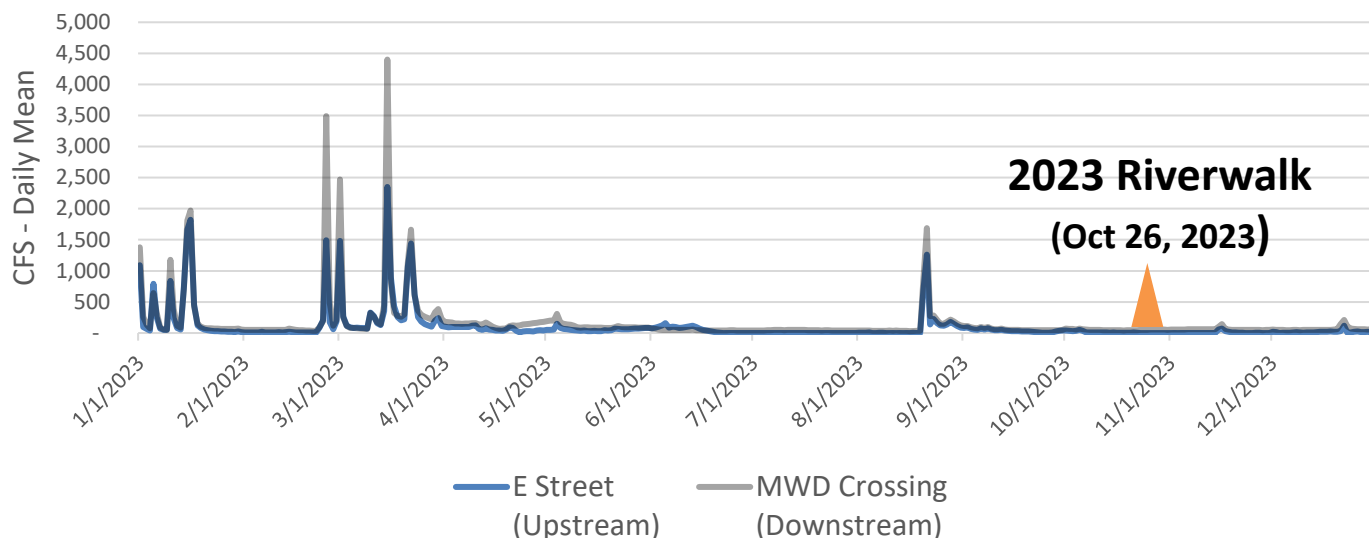
The Santa Ana sucker is primarily a bottom feeder. A river bottom with a mixture of sand, cobble and gravel is ideal for the algae that the fish feeds on. Spawning can also take place over cobble and gravel riffles.

Credit: Brett Mills



Recent Conditions on the River

Figure 1: Recent Monthly Streamflow Mean at MWD Crossing and E Street USGS Gaging Stations

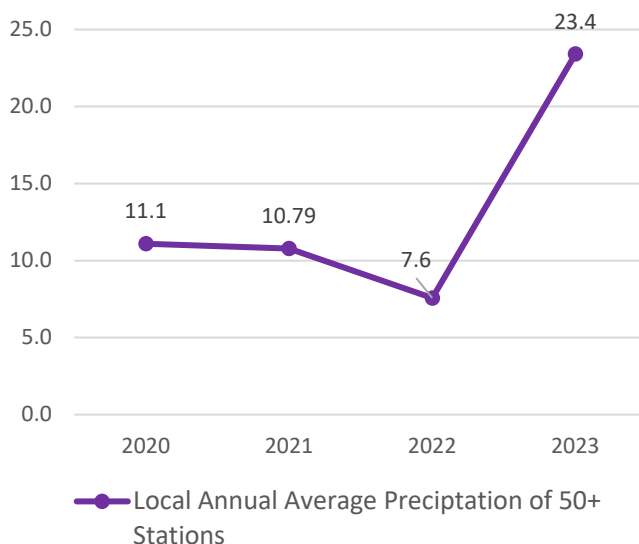


Streamflow in 2023 for two US Geological Survey (USGS) gaging stations along the upper Santa Ana River are shown above. Streamflow followed a largely common pattern of a Mediterranean climate of a mild summer and wet winter.

More precipitation was seen across the watershed in 2023 compared to recent years, and there was a unique storm event on August 20 and 21, known as Tropical Storm Hillary, which saw 2.5 inches of precipitation recorded in the City of San Bernardino on those two days*.

The amount of precipitation was higher than years past likely due to several atmospheric rivers that affected Southern California in early 2023.

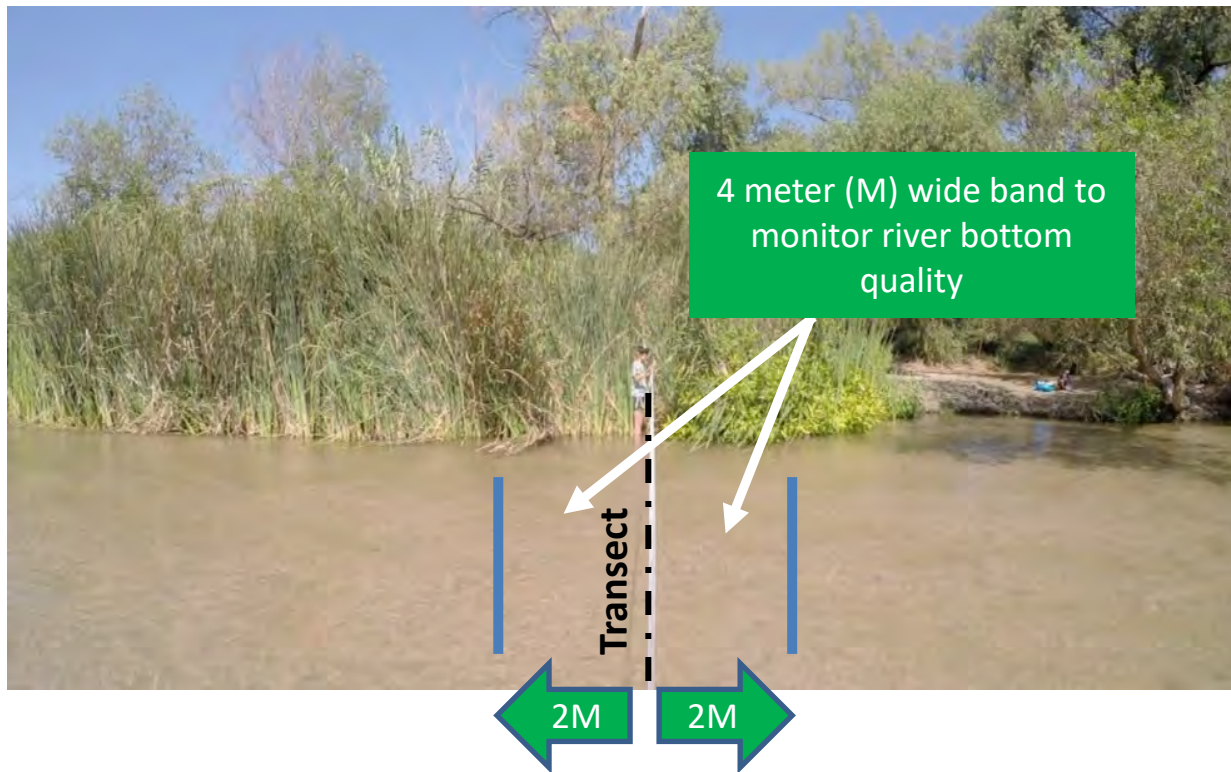
Figure 2: Recent Precipitation Across the Watershed



*Precipitation data recorded at Gilbert Street USGS Precip Gage

Collecting Riverwalk Data in the Field

- Each year, approximately 40 to 50 volunteers collect data at various field points in the River which they locate with a GPS unit.
- 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:

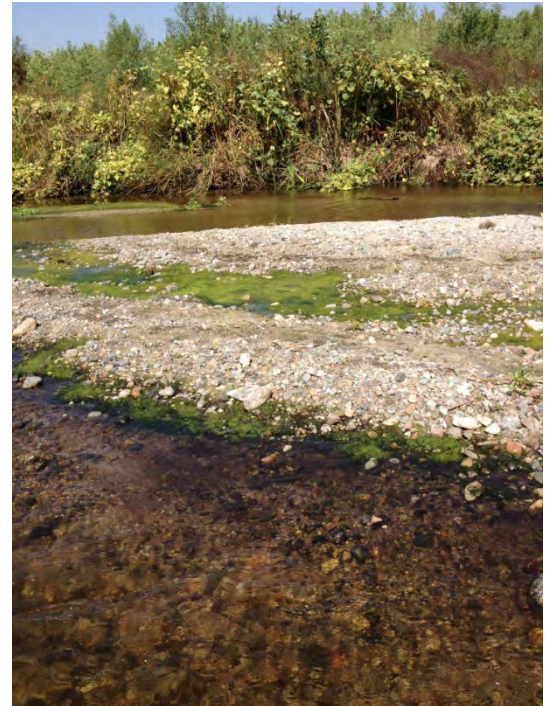
- Mud/Silt
- Sand
- Gravel
- Cobble
- Boulder

How to Read the Riverwalk Ratings

The total number of transects surveyed each year are labeled with a unique designating number (1 through 122) that represent a pre-assigned location on the River. The 122 transect points are pre-assigned so the Team can compare trends at each point over time.

For 2023, there were 77 transects that were sampled. The upper transects above the Rialto channel did not have surface water and thus were not sampled. And the furthest downstream transects near River Road* were not sampled due to the number of available volunteers.

For information sharing purposes, the quality of the river bottom (substrate) is generalized in this Atlas in the following categories:



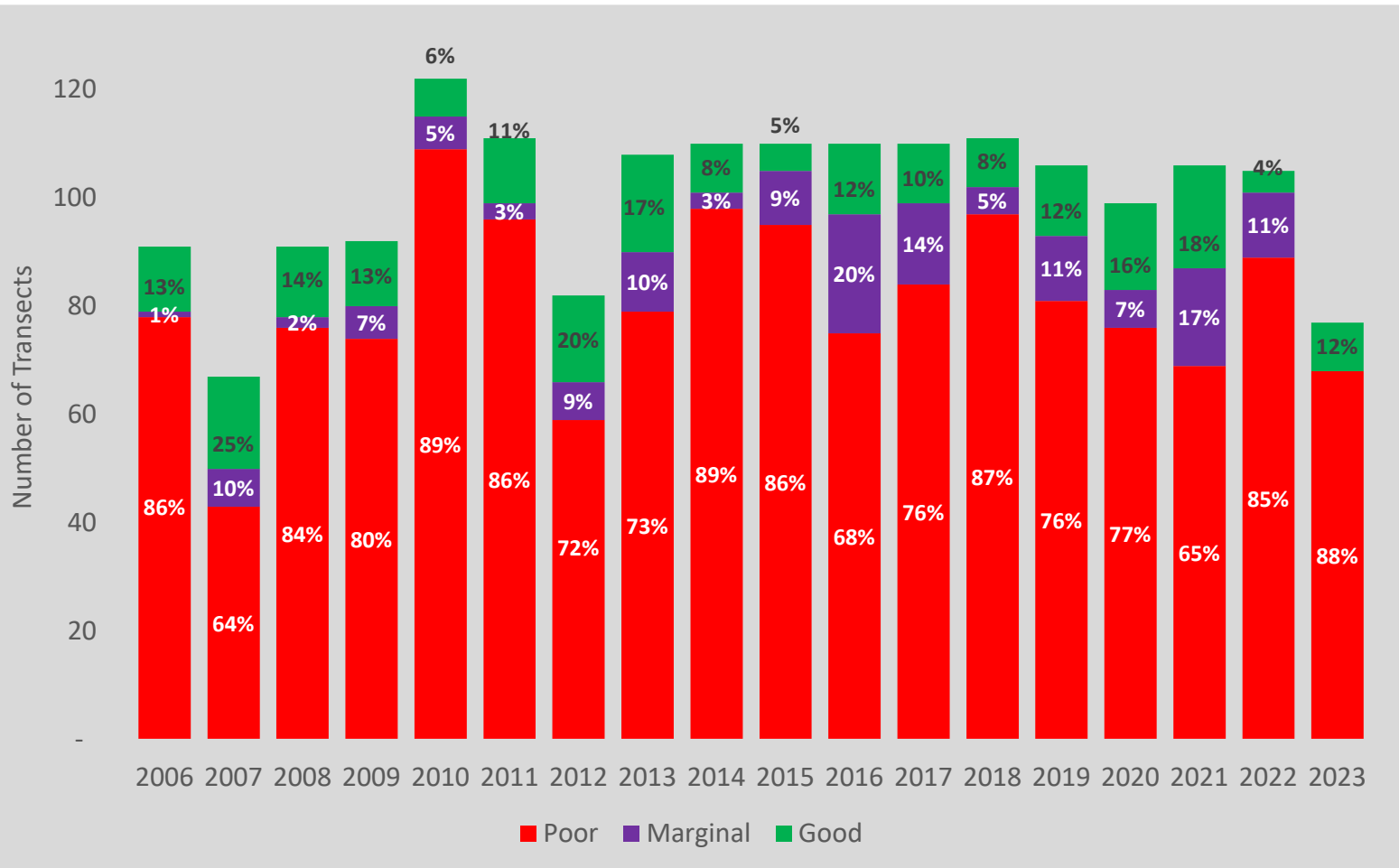
Riverwalk Rating	Formula for Rating	Rating Threshold
Poor	Sum of gravel, cobble and boulder	≤30%
Marginal		>30% to <65%
Good		≥65%

For example, if the sum of gravel, cobble and boulder is 29% of the total substrate (and the remaining 71% is sand, and/or mud) the Riverwalk transect will receive a poor rating.

*These downstream transects have been generally been rated poor in each of the past Riverwalks.

Riverwalk Ratings By Year

Figure 3: Riverwalk Ratings and Average Precipitation



Using the definitions of “poor”, “marginal”, and “good” ratings as described on page 6, the trends of the past 15 years are shown in Figure 3.

Over the 18-year period shown, the average amount of poor transects is 80% of total transects (or 81 transects) and the average for good transects is 12% (or 12 transects).

Comparison to Mean Results

Figure 4: Riverwalk Ratings in Comparison to Mean Poor Transects

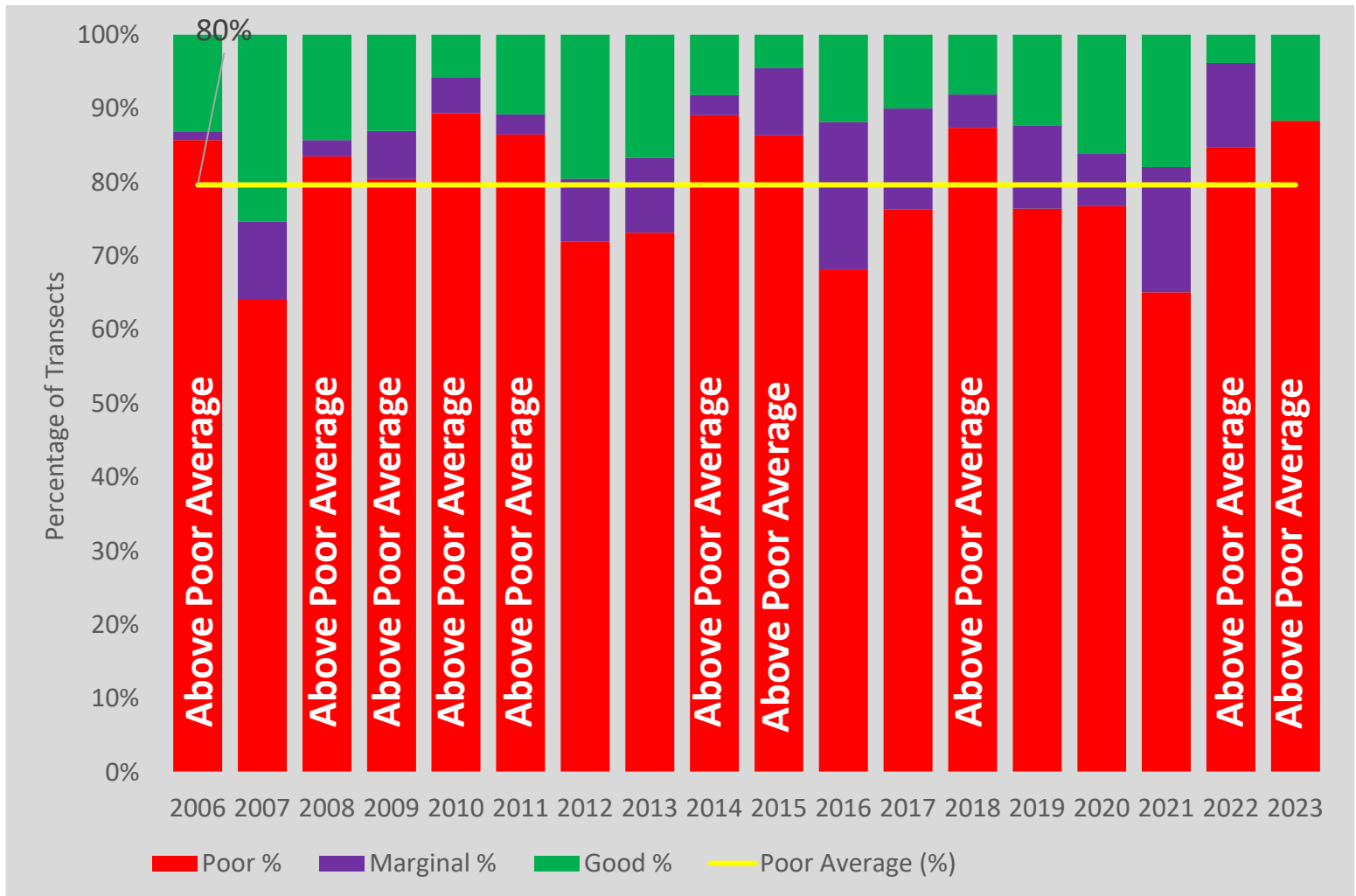


Figure 4 shows the Riverwalk years and which ones exceeded the mean “poor” rating of 80%. 10 (out of 18 years) have exceeded that mean with the latest being 2023. Over this same 18-year period, the amount of Riverwalk years with transects over the average “good” rating of 12% is 9 years, with 2021 being the latest of those years.

Riverwalk Ratings by Year and Location (Shown in Maps)

Note: Much of the data is collected by trained volunteers. Each volunteer is trained in collecting Riverwalk data during the morning of the event. The ranking described above is for general information purposes and the results do not denote an explicit assessment of all substrate conditions of this 18 mile stretch of the Santa Ana River.



P:\Projects\lan\Riverwalk_2006-2010Update\RiverwalkUpdate.aprx LoRiverwalk2006 SW-3290

Poor Average (2006 to 2023)	81
Poor	78
Marginal	1
Good	12
Total Transects This Year	91



P:\Projects\lan\Riverwalk_2006-2010Update\RiverwalkUpdate.aprx LoRiverwalk2007 SW-3291

Poor Average (2006 to 2023)	81
Poor	43
Marginal	7
Good	17
Total Transects This Year	67



P:\Projects\lan\Riverwalk_2006-2010Update\RiverwalkUpdate.aprx LoRiverwalk2008 SW-3292

Poor Average (2006 to 2023)	81
Poor	76
Marginal	2
Good	13
Total Transects This Year	91



P:\Projects\lan\Riverwalk_2006-2010Update\RiverwalkUpdate.aprx LoRiverwalk2009 SW-3293

Poor Average (2006 to 2023)	81
Poor	74
Marginal	6
Good	12
Total Transects This Year	92



P:\Projects\lan\Riverwalk_2006-2010Update\RiverwalkUpdate.aprx LoRiverwalk2010 SW-3294

Poor Average (2006 to 2023)	81
Poor	109
Marginal	6
Good	7
Total Transects This Year	122



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2011 SW-3297

Poor Average (2006 to 2023)	81
Poor	96
Marginal	3
Good	12
Total Transects This Year	111



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2012 SW-3298

Poor Average (2006 to 2023)	81
Poor	59
Marginal	7
Good	16
Total Transects This Year	82



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2013 SW-3299

Poor Average (2006 to 2023)	81
Poor	79
Marginal	11
Good	18
Total Transects This Year	108



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2014 SW-3300

Poor Average (2006 to 2023)	81
Poor	98
Marginal	3
Good	9
Total Transects This Year	110



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2015 SW-3301

Poor Average (2006 to 2023)	81
Poor	95
Marginal	10
Good	5
Total Transects This Year	110



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2016 SW-3302

Poor Average (2006 to 2023)	81
Poor	75
Marginal	22
Good	13
Total Transects This Year	110



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2017 SW-3303

Poor Average (2006 to 2023)	81
Poor	84
Marginal	15
Good	11
Total Transects This Year	110



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2018 SW-3304

Poor Average (2006 to 2023)	81
Poor	97
Marginal	5
Good	9
Total Transects This Year	111



P:\Projects\lan\Riverwalk_2011_2019Update\RiverwalkUpdate\RiverwalkUpdate.aprx LoRiverwalk2019 SW-3305

Poor Average (2006 to 2023)	81
Poor	81
Marginal	12
Good	13
Total Transects This Year	106



P:\projects\lan\RiverWalk2020\RiverWalkMap2020.aprx LoRiverWalk2020 SW-3013

Poor Average (2006 to 2023)	81
Poor	76
Marginal	7
Good	16
Total Transects This Year	99



P:\projects\lan\RiverWalk2021\Riverwalk2021Map\Riverwalk2021Map.aprx LoRiverwalk2021 SW-3109

Poor Average (2006 to 2023)	81
Poor	69
Marginal	18
Good	19
Total Transects This Year	106



P:\Projects\lan\Riverwalk2022\Riverwalk2022Map\Riverwalk2022Map.aprx Layout SW-3295

Poor Average (2006 to 2023)	81
Poor	89
Marginal	12
Good	4
Total Transects This Year	105



P:\Projects\lan\Riverwalk2023\Riverwalk2023Map\Riverwalk2023Map.aprx Layout SW-3296

Poor Average (2006 to 2023)	81
Poor	76
Marginal	5
Good	5
Total Transects This Year	86



Santa Ana Sucker Conservation Team

<https://sawpa.gov/task-force/santa-ana-sucker-conservation-team/>

Santa Ana Watershed Project Authority
11615 Sterling Avenue
Riverside, California 92503



City of Arts & Innovation



COMMISSION MEMORANDUM NO. 2025.81

DATE: November 4, 2025

TO: SAWPA Commission

SUBJECT: Classification and Compensation Study Update

PREPARED BY: Karen Williams, General Manager

RECOMMENDATION

It is recommended that the Commission support temporarily by pausing further work on the Classification and Compensation Study until SAWPA's Strategic Plan is completed.

DISCUSSION

On February 6, 2024, the SAWPA Commission authorized Ralph Andersen & Associates to perform a comprehensive Classification and Compensation Study.

As part of the study, Ralph Andersen & Associates identified twelve (12) survey agencies based on established labor market comparison criteria and typical compensation strategies employed by public agencies and special districts. The initial list of survey agencies was shared with SAWPA's member agencies, including their General Managers and Finance and Human Resources departments. Input was received, reviewed, and incorporated where appropriate.

On April 2, 2024, Doug Johnson, Vice President of Ralph Andersen & Associates, presented to the Commission on the selection methodology for survey agencies, including a detailed explanation of the factors used to identify appropriate market comparators.

Following continued collaboration with member agency General Managers, a consensus emerged that the study could be improved by better aligning the comparator agencies to SAWPA's size, scope, and structure. In particular, it was recommended that some larger agencies be replaced with Joint Powers Authorities (JPAs) and similarly sized organizations to provide a more meaningful and representative market comparison.

Proposed Agencies for Removal

Due to significantly higher expenditures and broader scopes of service, the following five agencies are recommended for removal from the survey pool:

- City of Riverside – Total Expenditures: \$1.1 billion
- Riverside County – Total Expenditures: \$67.2 billion
- Irvine Ranch Water District – Total Expenditures: \$272 million
- Eastern Municipal Water District – Total Expenditures: \$423 million
- Inland Empire Utilities Agency – Total Expenditures: \$247 million

Proposed Agencies for Addition

The following six agencies are proposed for inclusion in the updated survey pool, selected for their structural and operational similarity to SAWPA:

Agency Name	Location	Number of Employees
Big Bear Area Regional Wastewater Agency (JPA)	San Bernardino County	~20
Water Facilities Authority (JPA)	San Bernardino County	~12
Encina Wastewater Authority (JPA)	San Diego County	~70
South Orange Coast Wastewater Authority (JPA)	Orange County	~60
San Elijo Joint Powers Authority (JPA)	San Diego County	~20
Sweetwater Authority (JPA)	San Diego County	~130

On August 12, 2025, the updated agency list was discussed with General Managers and Human Resources personnel from SAWPA's member agencies. During this meeting, HR representatives emphasized the importance of having access to underlying work papers and job descriptions from surveyed agencies to ensure accurate and equitable position comparisons.

Additionally, there was agreement that the Study would benefit significantly from alignment with SAWPA's forthcoming Strategic Plan. Postponing the completion of the Classification and Compensation Study until the Strategic Plan is finalized will allow SAWPA and its member agencies' HR professionals to better assess future organizational needs, review position classifications across job series, and make well-informed comparisons of compensation and benefits.

This is not intended to delay the study unnecessarily. Rather, it reflects a thoughtful approach that ensures the Study will be fully informed, precise, and responsive to SAWPA's evolving strategic goals. In the interim, should any urgent compensation needs arise, the General Manager retains authority to make salary schedule adjustments as necessary.

CRITICAL SUCCESS FACTORS

- A well-informed and market-aligned compensation structure is essential to SAWPA's ability to recruit and retain top talent.
- Collaboration with member agencies ensures the study reflects the unique nature of SAWPA's structure and operations.
- Timing the study alongside the Strategic Plan supports long-term alignment with organizational priorities.

RESOURCE IMPACTS

There are no resource impacts at this time.

Attachments:

1. Compensation Report – 04/08/2025
2. Classification and Compensation Study Update Presentation
3. Presentation



Compensation Report

Santa Ana Watershed Project Authority

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SECTION I PROJECT OVERVIEW

Ralph Andersen & Associates was retained by the Santa Ana Watershed Project Authority to conduct a Classification & Compensation Study involving all Authority job classifications. This report presents the results of the Compensation Study through the following sections:

- Section I – Project Overview
- Section II – Compensation Methodologies
- Section III – Compensation Survey Findings
- Section IV – Salary Range Recommendations and Implementation
- Appendices – Detailed recommendations and market data.

The methodologies described in this report are similar to those used for any public or private employer, with a customized approach to fit the location and nature of services of the Santa Ana Watershed Project Authority.

EFFECTIVE COMPENSATION PLANS

The Authority's compensation plan is one of the most important elements in its human resources system. Combining a sound compensation system with an effective classification system contributes to the overall effectiveness of an organization. In broad terms, the Authority's compensation plan should:

- Ensure that the Authority can attract and retain well-qualified employees by anchoring the compensation plan to the salary and benefit practices of comparable employers
- Provide a defensible and rational basis for compensating employees
- Allow flexibility and adaptability for making Authority compensation decisions based on changing market conditions
- Recognize the Authority's responsibility as a public agency in establishing a pay plan that is consistent with public practices and established precedents, including those involving represented labor groups.

Policy decisions resulting from the compensation study will ultimately balance the above goals with the Authority's ability to pay and other budget priorities.

STUDY OBJECTIVES

Based on the identified needs of the Authority, this study was designed to achieve the following objectives:

- Select comparable employers to facilitate a custom market survey
- Collect and analyze salary and benefit data to understand market compensation trends
- Analyze the market data and document comparisons with the Authority's compensation plan
- Conduct an analysis of internal salary relationships including vertical (compaction) and horizontal pay relationships among similar jobs
- Develop salary range recommendations using market survey benchmarks and internal alignments.

The primary objective of the compensation survey and subsequent analysis is to identify compensation trends in the labor market and recommend adjustments to the Authority's salary ranges to best fit those trends.

SECTION II

COMPENSATION METHODOLOGIES

This section provides an overview of the methodologies that have been used to conduct the compensation analyses and develop specific recommendations. Specific methods and systems presented include:

- Why Market Surveys?
- Labor Market Survey Agencies
- Labor Market Position
- Market Data Collection Process
- Point of Comparison.

All methodologies used by *Ralph Andersen & Associates* are consistent with established professional standards and methodologies of compensation.

WHY MARKET SURVEYS?

Compensation surveys are an effective tool for compensation professionals to utilize in assessing an employer's competitiveness with labor conditions and market practices. Survey data is necessary because labor markets are constantly changing in response to the availability of skills/experience and fluctuations in economic conditions. These changes can vary among regions and across industries and employer types. Thus, an effective survey will provide data that closely reflects market conditions that the employer is competing against. Survey data is important for the following reasons:

- Detailed data allows an employer to anticipate changing market conditions and understand what peer employers are doing with respect to compensation.
- Market data allows an employer to be deliberate in making compensation related decisions by reducing guesses or reliance on indexes that may not reflect real market conditions.
- Survey data can provide defensibility and transparency for employees and other stakeholders.

At a minimum, survey data can help an employer reduce undesired employee turnover and optimize the ability to hire employees when filling vacant positions. The use of labor market data to establish compensation levels is a common practice in both public and private employers.

LABOR MARKET SURVEY AGENCIES

One of the most important policy components of a compensation plan is a definition of the labor market within which the Authority must compete. There are typically five important criteria utilized in identifying those employers that comprise an agency's labor market. They are:

- **Historical Practices** — Over time, an employer will develop some level of continuity regarding labor market comparables for the purposes of conducting compensation surveys. There may be a strong history of surveying a specific set of employers either by agreement or by practice. In some instances, survey agencies can be more formally defined by policy documents or memorandums of understanding. Survey agencies can be specifically identified, or they can be defined by characteristics such as size or proximity. Historical practices are an important consideration if for no other reason than deviating from historical practices typically requires sufficient reasoning.
- **Nature of Services Provided** — In order to ensure comparable jobs are found when conducting a market survey, it is important to utilize employers that provide similar services to the Santa Ana Watershed

Project Authority. Employers who provide similar services are most likely to compete with one another for employees and may have similar organizational and operational characteristics. This factor typically eliminates the use of private sector employers since few comparable jobs exist within these types of employers. The optimal agencies to use in this survey include JPAs, special districts, cities, and counties that provide water/wastewater and similar utility services.

- **Geographic Proximity** — Geographic proximity of potential employers is one of the most important factors utilized in identifying an organization's labor market. This factor is particularly useful because it identifies those employers that directly compete with the Santa Ana Watershed Project Authority to recruit and retain personnel. If a sufficient number of comparable agencies exist within close proximity to the Authority, the defined geographic area may be confined to a reasonable commuting distance.
- **Employer Size** — As a rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. The size of the survey agencies can most easily be measured by expenditures and revenues and similar characteristics.
- **Economic Similarity** — Ideally, the selection of survey agencies should have a balance of economically similar agencies with a mix of equal, lower, and higher living and labor cost areas. For economic similarity, Ralph Andersen & Associates relies on indexes published by the Economic Research Institute (ERI). Using these indexes, Authority locations with an index higher than 100 are in a higher cost of living/labor cost area while cities below 100 are in a lower cost of living/labor area. While living costs can vary significantly, labor costs will generally be similar over a wide geographic region. Overall differences of less than five percent are not significant. Economic indexes are less relevant if the survey agencies are within reasonable commuting distance.

As a starting point, the consultants considered potential agencies identified through the above analysis including special districts and other public agencies within a reasonable commuting distance. This list was then analyzed to prioritize closer proximity agencies that were most similar in size. The results of this analysis are the survey agencies provided in the table below.

Survey Agency	Driving Distance	Total Revenues	Total Expenditures	ERI COL	ERI Wage	WW	Memb	Hist
Santa Ana Watershed Project Authority	0	\$29.0 Mil	\$27.7 Mil	100.0	100.0	X	X	X
Western Municipal Water District	0	\$162.0 Mil	\$147.8 Mil	100.0	100.0	X	X	X
San Bernardino Valley Municipal Water District	13	\$160.4 Mil	\$90.4 Mil	91.5	100.0		X	X
Yucaipa Valley Water District	24	\$33.7 Mil	\$39.1 Mil	94.5	100.0	X		
Water Facilities Authority	24	\$23.2 Mil	\$20.9 Mil	103.5	100.5			
Cucamonga Valley Water District	27	\$100.5 Mil	\$96.7 Mil	98.5	100.0	X		X
Yorba Linda Water District	31	\$46.2 Mil	\$45.6 Mil	104.0	103.6	X		
Elsinore Valley Municipal Water District	34	\$118.8 Mil	\$107.9 Mil	89.2	100.3	X		
Orange County Water District	48	\$195.9 Mil	\$174.4 Mil	116.7	103.6		X	X
Big Bear Area Regional Wastewater Agency	54	\$7.1 Mil	\$6.0 Mil	91.9	100.0	X		
South Orange County Wastewater Authority	58	\$24.8 Mil	\$32.2 Mil	134.0	103.6	X		
Encina Wastewater Authority	85	\$17.5 Mil	\$37.0 Mil	121.3	102.0	X		
San Elijo Joint Powers Authority	96	\$11.5 Mil	\$12.7 Mil	138.8	101.6	X		
Sweetwater Authority	105	\$59.8 Mil	\$57.3 Mil	112.0	101.9			

Distance - Google Maps

Cost of Living/Wage Index - Economic Research Institute; March 2025

Revenues/Expenditures - CA State Controller; 2023

These agencies were presented to the Board of Directors and approved prior to initiating survey efforts. The agencies represent the diverse market within which the Authority competes. While most of the agencies are larger than the Authority, they are in sufficient proximity and have similar jobs with which the Authority competes with.

MARKET DATA COLLECTION PROCESS

To ensure reliability and completeness, survey data was collected according to a structured methodology. In conducting the compensation survey, the following specific steps were taken:

- Survey employers were contacted to confirm participation and to request background information including current salary schedules, job descriptions, benefit information, position control documents, and organizational charts
- Source documents were analyzed for each survey agency in order to determine comparability issues and obtain salary/benefit data
- Follow-up discussions were conducted by e-mail and telephone to verify and clarify the data to ensure accuracy and comparability
- Further research and review of issues was completed based on comments and questions from Authority representatives.

Throughout the data collection process, careful efforts were made to document the full range of duties and requirements of all job classes as compared to the Authority's corresponding survey jobs.

When conducting labor market surveys, one of the most important objectives is to ensure that the labor market data is sufficiently comparable to Authority jobs while also serving as a strong indicator of market trends. Since the purpose of the labor market analysis is to identify general wage trends with other agencies, broad comparability guidelines are used when collecting data. If the comparability guidelines are too narrow, then insufficient market data will be found.

Common comparability criteria include similar core functional duties, education/skill requirements, certifications, level of duties, resource responsibility, and scope of supervisory and management duties. It is not as critical for all job duties to be the same or for the number of employees in those jobs to be the same. Furthermore, it is not essential that comparable market jobs use the same equipment, have the same workload, or work in an identical facility. While *Ralph Andersen & Associates* has been careful not to include outlier job comparisons, there will be some variability in the job matches. In some instances, a comparable market job may exceed the responsibilities and duties of the Authority's job and in other cases, the market job may perform duties at a slightly lower level. Overall, the market comparabilities are intended to provide a balanced indication of market trends (matches that are a mix of higher, lower, similar roles and responsibilities).

The survey data contains job matches that are sufficiently comparable based on the professional judgment of *Ralph Andersen & Associates*. Wherever possible, job matches are supported by documentation received from the survey agencies. While job descriptions served as a starting point for all comparability assessments, they were not the sole source of information used to establish job matches. Job descriptions can be unreliable (particularly if they are outdated), not every agency has the same level of detail in their job descriptions, and many agencies may not have the same philosophy in establishing minimum qualifications.

The term "No Comparable Class" has been used to indicate instances where 1) a job does not exist within the survey agency, 2) the level of responsibilities/duties are not sufficiently comparable, or 3) the comparable job duties are spread among several job classifications, none of which are an adequate job match to the survey job.

SURVEY JOB CLASSIFICATIONS & MARKET BENCHMARKS

The compensation survey was initiated by surveying all 20 of the Authority's current job classifications. This survey data was then refined into 11 benchmark jobs that have been used to update the Authority's compensation plan. These benchmarks represent the best data (statistically and number of matches) in the survey as well as necessary data points to cover every major job family in the Authority's classification plan. This ensures that market data can be used to anchor the Authority's compensation plan to the labor market and also gives flexibility to evaluate and/or maintain important internal relationships between Authority job classifications. This is discussed more in Section IV of this report.

POINT OF COMPARISON

When comparing Authority salaries with market agencies, it is important to establish a consistent point of comparison. For public sector agencies, it is customary to compare salary range structures with a focus on the range maximum. This practice and standard exists for the following reasons:

- Public agencies generally have relatively narrow pay ranges whereby range progression from the employee's starting salary to the range maximum within five years.
- Salary range progression in public sector agencies is based on time in the job with a "pass-fail" assessment of performance. These annual range progression increments (usually in the form of a fixed step in the range) recognize the employee's experience in the organization, their acquisition of knowledge and skills specific to the job/employer, and assimilation with the work culture and services provided by the employer.
- Our analysis of actual salary levels within the public agency pay ranges validates that 90% or more of employees will be at the range maximum. The only reason a high number of employees would not be at the range maximum is if an employer has excessive employee turnover.

Since all the survey agencies used in the market study utilize a variety of pay range structures, a critical review was needed to confirm the best salary range reference control point. For most agencies, the salary range progression mechanism used is a fixed percentage step progression (5 steps being the most common which provides for four step increases to reach the range maximum). A few agencies utilize open ranges (most only for management jobs) which allows for variable range progression increments based on budget practices, performance, or other considerations. For most agencies, employees will reach the range maximum within 5 years of employment.

SECTION III

COMPENSATION FINDINGS

This section of the report documents the key findings and observations resulting from the consultant's compensation survey and data analyses. The focus of the compensation analysis is to identify significant differences in the pay practices of the Authority as compared to the survey agencies.

LABOR MARKET POSITION

Depending on the policy objectives as well as recruitment and retention needs, most public agencies will establish a market position between the median (50th percentile) and 75th percentile (also called the 3rd quartile). Establishing a labor market position will primarily be driven by an organization's recruitment and retention objectives.

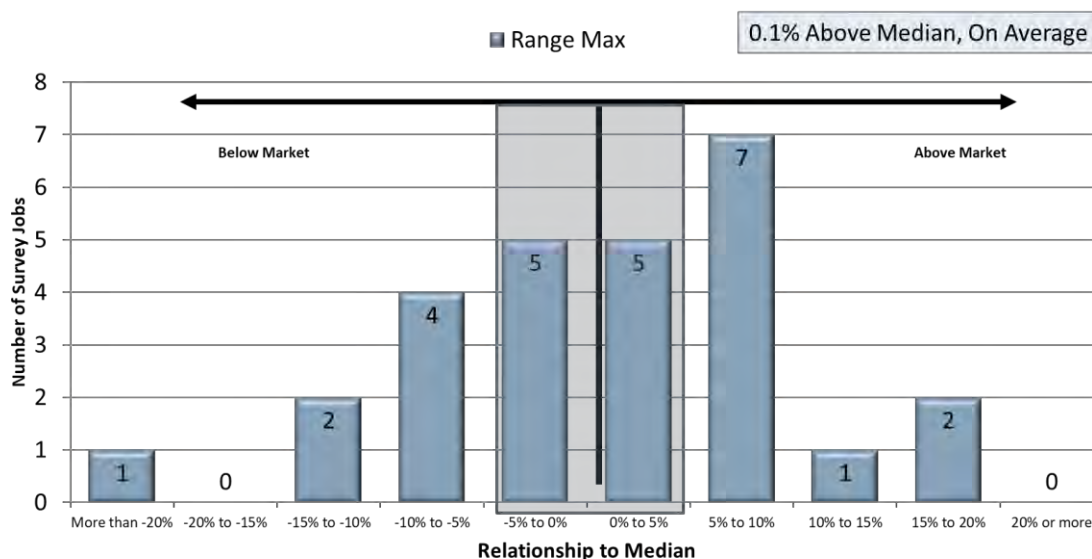
Important elements to consider when deciding on a market position include the following:

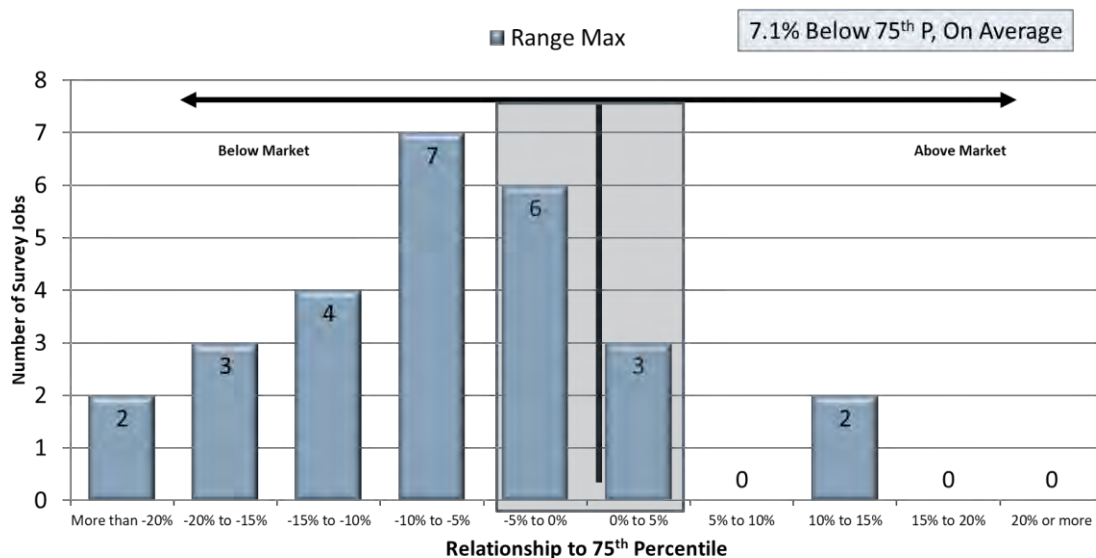
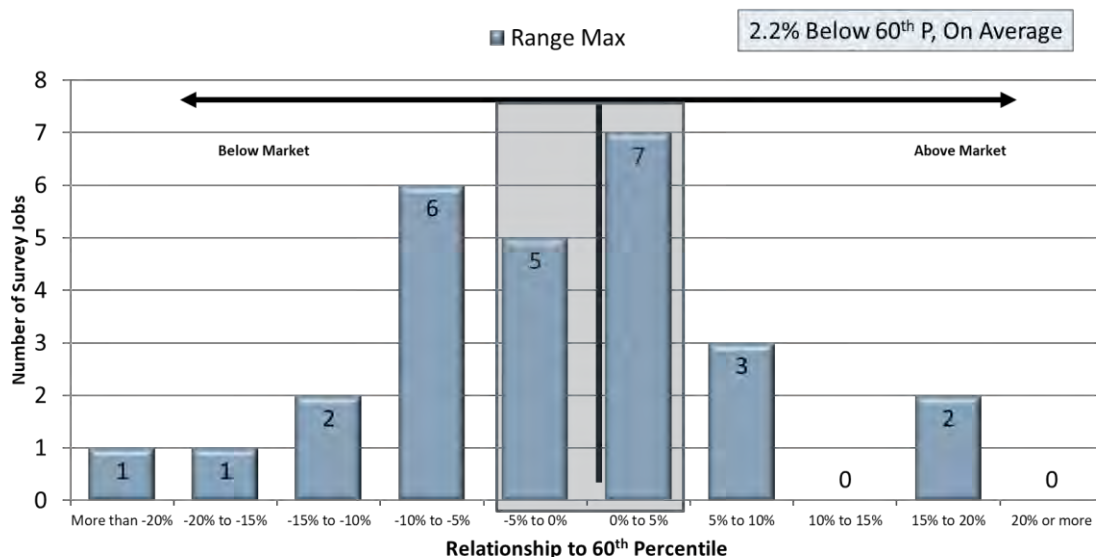
- Historical practices
- Recruitment and retention/turnover objectives to ensure optimal and efficient service delivery
- The Authority's ability to sustain and pay for compensation and benefits
- Priority of compensation versus other expenditures
- Comparability of the survey agencies (size, cost of living differences, etc.)
- The mix of salary and benefits in providing a total compensation package for employees.

Given the nature of the survey agencies and the Authority's historical practices, we have analyzed three market positions for the Authority's consideration: market median (50th percentile), 60th Percentile, and 75th Percentile.

BASE SALARY SURVEY RESULTS

As a starting point, the consultants analyzed base salary ranges (excluding benefits) between the Authority and the survey agencies. Survey agency data is captured by referencing the statistical median of the survey sample in order to identify market trends. A summary graph of the 27 survey jobs and the distribution of their market deviation to the median (50th percentile), 60th percentile, and 75th percentile are provided in the following graphs.





The following table provides a detailed summary of the market survey for the 27 survey jobs (see Appendix A for data sheets) and includes:

- The job title surveyed
- The Authority's current salary range maximum
- The number of observations (matches), not including Authority data
- Market median, 60th percentile, and 75th percentile of comparable range maximums for comparable jobs
- The percentage deviation between the Authority's current salary range maximum and the median, 60th percentile, and 75th percentile of market range maximums (negative numbers show a position below the referenced market position and positive numbers show a position above the statistic)
- The percentile rank of the survey job compared to the market comparables.

Class Title	Range Max	# of Obs.	Market Median	% +/- Median	Market 60th P	% +/- 60th P	Market 75th P	% +/- 75th P	Percentile
Accountant II	10,617	10	9,703	8.6%	10,113	4.8%	10,874	-2.4%	71
Accounting Technician II	7,152	10	7,812	-9.2%	7,931	-10.9%	8,408	-17.6%	5
Administrative Assistant II	7,152	11	7,439	-4.0%	7,709	-7.8%	8,179	-14.4%	13
Administrative Services Manager	17,398	6	14,131	18.8%	14,182	18.5%	15,341	11.8%	92
Brine Line Operations Superintendent	11,719	12	12,065	-2.9%	12,562	-7.2%	13,343	-13.9%	30
Brine Line Pipeline Operator II	9,619	12	8,893	7.5%	9,079	5.6%	9,357	2.7%	89
Business Analyst II	10,617	5	11,515	-8.5%	11,557	-8.8%	11,619	-9.4%	42
Clerk of the Board	11,434	6	11,262	1.5%	11,430	0.0%	12,048	-5.4%	60
Communications Specialist	7,514	6	9,611	-27.9%	9,866	-31.3%	10,318	-37.3%	0
Controller	14,279	4	16,356	-14.5%	16,767	-17.4%	17,224	-20.6%	0
Deputy General Manager/Chief Financial Officer	24,582	11	20,040	18.5%	20,544	16.4%	22,004	10.5%	96
Engineer	13,591	8	12,812	5.7%	13,164	3.1%	14,162	-4.2%	65
Engineering Mgr	19,684	7	18,211	7.5%	19,013	3.4%	19,576	0.5%	88
Executive Assistant II	10,617	7	9,989	5.9%	10,651	-0.3%	11,304	-6.5%	59
Executive Manager of Engineering and Operations	22,827	10	21,153	7.3%	21,720	4.8%	22,493	1.5%	89
GIS Project Manager	13,259	3	13,308	-0.4%	13,324	-0.5%	13,349	-0.7%	49
Information System Analyst II	11,166	8	11,027	1.2%	11,524	-3.2%	11,738	-5.1%	52
Information Systems & Technology Manager	18,735	8	16,316	12.9%	17,286	7.7%	20,079	-7.2%	67
Manager of Permitting and Pretreatment	13,931	5	15,185	-9.0%	15,261	-9.6%	15,377	-10.4%	36
Mgr of Operations	15,761	8	15,883	-0.8%	16,059	-1.9%	16,593	-5.3%	44
Operations Mgr	19,684	6	19,586	0.5%	19,624	0.3%	21,439	-8.9%	60
Pretreatment Program Specialist	10,358	5	10,890	-5.1%	11,140	-7.5%	11,515	-11.2%	41
Principal Watershed Manager	17,398	3	19,894	-14.3%	19,969	-14.8%	20,082	-15.4%	26
Project Manager	13,591	4	12,577	7.5%	12,780	6.0%	14,096	-3.7%	71
Senior Engineer	15,761	6	15,707	0.3%	15,789	-0.2%	15,964	-1.3%	57
Senior Watershed Manager	15,761	4	15,681	0.5%	15,715	0.3%	16,213	-2.9%	67
Water Resources and Planning Mgr	19,684	6	20,556	-4.4%	21,564	-9.6%	22,694	-15.3%	41
Watershed Manager	13,591	1	I.D.	--	I.D.	--	I.D.	--	--
Average		7		0.1%		-2.2%		-7.1%	52

Detailed base salary data sheets are provided in Appendix A.

TOTAL COMPENSATION ANALYSIS (BENEFITS)

The purpose of the labor market total compensation analysis is to determine whether the Authority's benefits significantly improve or worsen the Authority's market position. This is determined by analyzing the market relationship of base salary comparisons and then adding benefit categories to determine changes in market position.

The total compensation survey included common benefits available to all employees and focused on the employer cost of these benefits. The benefits utilized as part of the total compensation analysis included:

- Cash benefits paid by the employer
 - Longevity pay (pay for years of experience beyond the normal salary range progression)
 - Deferred compensation (employer paid contributions including matching contributions)
 - Employer Paid Member Contributions (EPMC)
- Insurance benefits paid by the employer
 - Medical, the maximum EE+2 (family) contribution made by the employer excluding rarely used plans
 - Dental, the maximum EE+2 (family) contribution made by the employer
 - Vision, the maximum premium contribution or annual reimbursement for vision benefits.

While classic tier employer retirement contributions have been analyzed, their importance in a total compensation analysis is limited due to the following:

- Retirement benefit comparisons are based on comparisons of the classic retirement tier available to new employees who qualify (retirement tiers in effect as of December 2012); it is not appropriate to compare the cost and benefits of closed tiers that are not available to new employees.
- Most of the retirement costs incurred by the Authority (and the survey agencies) are based on Unfunded Actuarial Liabilities (UAL) and actuarial demographics of which the Authority has little control.

- Many Authority employees are in the PEPRA tier which generally incur the same costs and benefits for the Authority and the survey agencies (thus, no measurable differences exists).

Using the above categories, the total compensation analysis involved a macro-level analysis to determine if the Authority's benefits have a significant impact on its labor market position. This analysis is conducted by utilizing three snapshots of data: 1) base salary, 2) base salary plus cash benefits, and 3) base salary plus cash benefits plus insurance benefits. The results of this analysis are the following:

- The average labor market median position when base salary ranges are compared is 0.1% below median. For purposes of the total compensation analysis, it is not important what this number is as much as how this relative market position shifts as benefits are introduced into the analysis.
- When cash benefits are cumulatively added to base salary, the Authority's market position shifts to 2.2% below market median (a loss of 2.3% in market position). This is due to the limited cash benefits found in the labor market that are not provided by the Authority. This shift is significant and is primarily due to longevity and employer paid deferred compensation benefits paid by some survey employers.
- When insurance benefits are cumulatively added to base salary and cash benefits, the Authority's market position shifts to 6.3% below market median (a 4.1% loss in market position). This is a result of lower Authority insurance contributions compared to the market. On average, the Authority's maximum insurance contribution is \$500 lower per month than the market average. It should be noted that the analysis of insurance benefits did not consider qualitative differences in deductibles, co-pays, or other employee costs. Generally, differences in employer contributions will either reflect differences in these qualitative factors, or more commonly, differences in the employee's share of total premium costs. However, given that the Authority has fewer than 100 employees, the rate setting for insurance benefits may be different compared to larger employers.

Overall, the Authority loses 6.4% in market position when cash and insurance benefits are considered. The following table provides a summary analysis for the 27 survey jobs (see Appendix B). The table includes:

- The job title surveyed
- The number of observations (matches), not including Authority data
- The percentage relationship of the median using base salary range maximums
- The percentage relationship of the median using base salary + cash benefit comparisons
- The percentage relationship of the median using base salary + cash benefit + insurance benefit comparisons

Class Title	# of Obs.	Base	Base + Cash	Gain/ Loss	Base + Cash + Insurance	Gain/ Loss	Total Gain/ Loss
Accountant II	10	8.6%	6.7%	-1.9%	-1.0%	-7.8%	-9.6%
Accounting Technician II	10	-9.2%	-12.5%	-3.3%	-16.9%	-4.4%	-7.7%
Administrative Assistant II	11	-4.0%	-7.8%	-3.8%	-13.2%	-5.5%	-9.2%
Administrative Services Manager	6	18.8%	18.4%	-0.4%	13.6%	-4.8%	-5.1%
Brine Line Operations Superintendent	12	-2.9%	-8.1%	-5.2%	-10.5%	-2.4%	-7.6%
Brine Line Pipeline Operator II	12	7.5%	4.9%	-2.6%	0.4%	-4.5%	-7.1%
Business Analyst II	5	-8.5%	-9.4%	-1.0%	-13.1%	-3.7%	-4.7%
Clerk of the Board	6	1.5%	-1.6%	-3.1%	-5.9%	-4.4%	-7.4%
Communications Specialist	6	-27.9%	-29.1%	-1.2%	-31.5%	-2.4%	-3.6%
Controller	4	-14.5%	-18.6%	-4.1%	-20.4%	-1.8%	-5.8%
Deputy General Manager/CFO	11	18.5%	17.0%	-1.4%	12.1%	-5.0%	-6.4%
Engineer	8	5.7%	2.4%	-3.3%	-2.2%	-4.6%	-7.9%

Class Title	# of Obs.	Base	Base + Cash	Gain/Loss	Base + Cash + Insurance	Gain/Loss	Total Gain/Loss
Engineering Mgr	7	7.5%	5.8%	-1.7%	0.8%	-5.0%	-6.7%
Executive Assistant II	7	5.9%	3.8%	-2.1%	-4.5%	-8.3%	-10.4%
Executive Mgr of Engineering and Operations	10	7.3%	4.8%	-2.5%	1.4%	-3.5%	-6.0%
GIS Project Manager	3	-0.4%	-1.5%	-1.1%	-6.2%	-4.7%	-5.9%
Information System Analyst II	8	1.2%	-1.6%	-2.8%	-6.4%	-4.8%	-7.7%
Information Systems & Technology Manager	8	12.9%	9.0%	-3.9%	6.4%	-2.6%	-6.5%
Manager of Permitting and Pretreatment	5	-9.0%	-11.2%	-2.2%	-15.8%	-4.6%	-6.8%
Mgr of Operations	8	-0.8%	-3.7%	-2.9%	-6.7%	-3.1%	-6.0%
Operations Mgr	6	0.5%	-1.9%	-2.4%	-5.7%	-3.8%	-6.2%
Pretreatment Program Specialist	5	-5.1%	-5.1%	0.0%	-9.6%	-4.5%	-4.5%
Principal Watershed Manager	3	-14.3%	-14.3%	0.0%	-16.2%	-1.9%	-1.9%
Project Manager	4	7.5%	3.3%	-4.2%	0.8%	-2.5%	-6.7%
Senior Engineer	6	0.3%	-0.6%	-1.0%	-3.7%	-3.1%	-4.0%
Senior Watershed Manager	4	0.5%	-0.5%	-1.0%	-5.0%	-4.5%	-5.5%
Water Resources and Planning Mgr	6	-4.4%	-8.1%	-3.7%	-10.7%	-2.5%	-6.2%
Watershed Manager	1						
Average		0.1%	-2.2%	-2.3%	-6.3%	-4.1%	-6.4%

SURVEY FINDINGS SUMMARY

The survey findings indicate that the Authority's compensation plan (when base salary and benefits are compared) is below the median of the labor market, on average. Detailed total compensation data sheets are provided in Appendix B.

Every reasonable effort has been made to obtain accurate salary and benefit data from the participating survey agencies using source documents and information provided by each agency's human resources department.

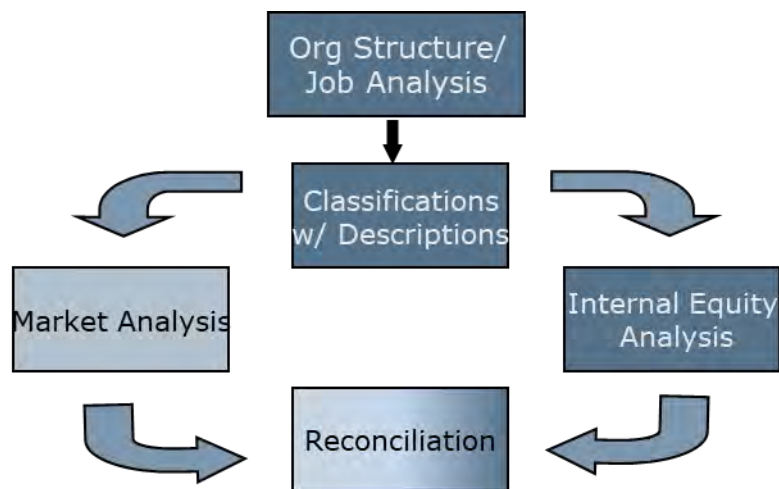
Note: The compensation survey represents initial data collected in May of 2024 with updated base salary data collected in February 2025. The survey data does NOT include market increases or benefit changes that may have occurred since that time or future changes for the 2025-26 fiscal year. Any adjustments made using this data only applies to the 2024-25 fiscal year.

SECTION IV

SALARY RANGE RECOMMENDATIONS

This section of the Compensation Report utilizes the results of the market survey to build a new compensation plan for the Authority's job classifications. Our analysis and recommendations provide salary range adjustments based on a combination of the market survey and a detailed analysis of internal salary relationships (with knowledge garnered from the classification study). As shown in the graphic below, compensation plans are developed using a balance of market data and internal relationships to best position the Authority in the market for recruitment and retention purposes while capturing the Authority's unique classification structure.

As a starting point, salary range recommendations are developed by analyzing the salary survey data to determine benchmark job classifications. Benchmark job classifications are jobs that anchor the Authority's compensation plan to the labor market. Initial analyses of the labor market data and development of the compensation plan will typically start with more benchmarks than those ultimately used in salary range recommendations developed for this report. The process for selecting benchmark survey data includes the following factors:



- Only the best, most statistically sound, and abundant survey data is considered for benchmarking. Small sample sizes, data samples with significant skewing or variability, and data samples that have an unbalanced sampling of the survey agencies will not be considered.
- Authority job classifications with a large number of incumbents are ideal benchmarks, as long as the survey data is statistically sound.
- As shown in the graphic above, compensation plans involve a balancing of external market data with internal salary/equity relationships within the Authority. It is not necessary to obtain market data to establish salary ranges for all Authority job classifications.

In some instances, the unique job duties and organization structures of Authority job classifications may not be comparable to any jobs in the seven survey agencies. As described below, there are analytical determinations that can be made to "slot" non-benchmark jobs into the Authority's salary plan by using internal relationships with other classifications.

Salary ranges for non-benchmark job have been determined using internal relationship guidelines based on an assessment of similarities and differences in job role, responsibility, autonomy, and qualifications within job classification series and related job families (accounting, information technology, field operations, etc.). Based on our analysis of differences in compensable factors, internal relationship ties are established in 5% increments. In most cases, these increments align with current differentials between job classifications. In addition to the above guidelines, additional consideration is given to historical pay relationships.

Once the initial salary range recommendations are developed, horizontal equity relationships are analyzed within related job families. This process does not distort or ignore valid market relationships, but captures and maintains important equity relationships within the organization. This will typically align with current pay practices.

Appendix C contains recommended salary range adjustments for each Authority job classification using the market median market options (base salary, total comp deviation). The salary ranges have been developed using the benchmarking and internal relationship process described previously. Appendix C contains the following:

- Recommended job classification from the classification study
- Current monthly salary range maximum
- The market deviation to the desired market position (median, 60th percentile, 75th percentile) for benchmark jobs (shown as a +/- percentage)
- The recommended monthly salary range maximum
- The percent change between the recommended range maximum and the current range maximum
- The recommended internal alignment/salary setting rationale.

The internal alignment/salary setting rationale identifies benchmark job classifications, equity relationships (same as another job class), and internal relationship differentials (expressed in 5% increments). This column contains the building blocks for the proposed salary ranges.

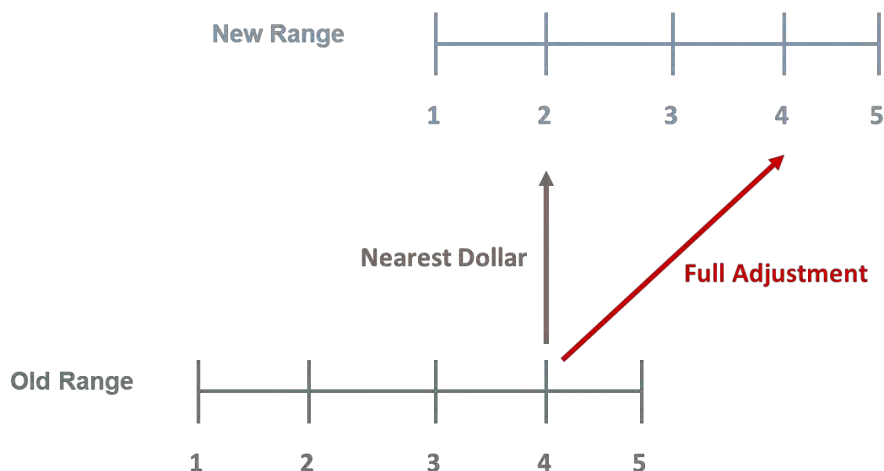
The market deviation used to develop the salary range recommendations is based on a comparison of **base salary plus cash benefits**.

The salary range recommendations provided in Appendix C are salary **range** adjustments and are not meant to indicate proposed salary adjustments for individual employees. Salary adjustments for employees (timing and magnitude) would be based on the implementation strategy determined by the Authority.

Appendix C includes salary range options for the market median (50th percentile), 60th percentile, and 75th percentile. The choice of market position is a policy decision by the Authority and will be based on recruitment and retention goals.

IMPLEMENTATION

Implementation of salary range adjustments based on the market survey results are typically completed through equity adjustments outside of normal annual cost-of-living adjustments (COLA). Appendix C provides the equity adjustments for each Authority job classification. These adjustments would be made to each salary range, however, employee salaries would typically not be adjusted the same amount. While one option for implementation would preserve employee step placement in their salary range, most agencies will implement salary range adjustments by adjusting the salary range and then placing employee salaries into the nearest equal to or higher range step. This is shown graphically below.



APPENDIX A

SURVEY DATASHEETS – BASE SALARY

Santa Ana WPA
Draft Labor Market Summary

Class Title	Range Max	# of Obs.	Market Median	% +/- Median	Market 60th P	% +/- 60th P	Market 75th P	% +/- 75th P	Percentile
Accountant II	10,617	10	9,703	8.6%	10,113	4.8%	10,874	-2.4%	71
Accounting Technician II	7,152	10	7,812	-9.2%	7,931	-10.9%	8,408	-17.6%	5
Administrative Assistant II	7,152	11	7,439	-4.0%	7,709	-7.8%	8,179	-14.4%	13
Administrative Services Manager	17,398	6	14,131	18.8%	14,182	18.5%	15,341	11.8%	92
Brine Line Operations Superintendent	11,719	12	12,065	-2.9%	12,562	-7.2%	13,343	-13.9%	30
Brine Line Pipeline Operator II	9,619	12	8,893	7.5%	9,079	5.6%	9,357	2.7%	89
Business Analyst II	10,617	5	11,515	-8.5%	11,557	-8.8%	11,619	-9.4%	42
Clerk of the Board	11,434	6	11,262	1.5%	11,430	0.0%	12,048	-5.4%	60
Communications Specialist	7,514	6	9,611	-27.9%	9,866	-31.3%	10,318	-37.3%	0
Controller	14,279	4	16,356	-14.5%	16,767	-17.4%	17,224	-20.6%	0
Deputy General Manager/Chief Financial Officer	24,582	11	20,040	18.5%	20,544	16.4%	22,004	10.5%	96
Engineer	13,591	8	12,812	5.7%	13,164	3.1%	14,162	-4.2%	65
Engineering Mgr	19,684	7	18,211	7.5%	19,013	3.4%	19,576	0.5%	88
Executive Assistant II	10,617	7	9,989	5.9%	10,651	-0.3%	11,304	-6.5%	59
Executive Manager of Engineering and Operations	22,827	10	21,153	7.3%	21,720	4.8%	22,493	1.5%	89
GIS Project Manager	13,259	3	13,308	-0.4%	13,324	-0.5%	13,349	-0.7%	49
Information System Analyst II	11,166	8	11,027	1.2%	11,524	-3.2%	11,738	-5.1%	52
Information Systems & Technology Manager	18,735	8	16,316	12.9%	17,286	7.7%	20,079	-7.2%	67
Manager of Permitting and Pretreatment	13,931	5	15,185	-9.0%	15,261	-9.6%	15,377	-10.4%	36
Mgr of Operations	15,761	8	15,883	-0.8%	16,059	-1.9%	16,593	-5.3%	44
Operations Mgr	19,684	6	19,586	0.5%	19,624	0.3%	21,439	-8.9%	60
Pretreatment Program Specialist	10,358	5	10,890	-5.1%	11,140	-7.5%	11,515	-11.2%	41
Principal Watershed Manager	17,398	3	19,894	-14.3%	19,969	-14.8%	20,082	-15.4%	26
Project Manager	13,591	4	12,577	7.5%	12,780	6.0%	14,096	-3.7%	71
Senior Engineer	15,761	6	15,707	0.3%	15,789	-0.2%	15,964	-1.3%	57
Senior Watershed Manager	15,761	4	15,681	0.5%	15,715	0.3%	16,213	-2.9%	67
Water Resources and Planning Mgr	19,684	6	20,556	-4.4%	21,564	-9.6%	22,694	-15.3%	41
Watershed Manager	13,591	1	I.D.	--	I.D.	--	I.D.	--	--
Average		7		0.1%		-2.2%		-7.1%	52

EXPLANATION OF SURVEY DATA SHEETS

Survey Class	Title of the survey classification.
Agency	Name of survey agency from which compensation data was collected.
Comparable Class Title	Comparable title of matching class in each survey agency. The phrase "No Comparable Class" is used when a survey agency does not have the job or if there is a significant difference in qualifications or scope of duties.
Monthly Minimum	This is the monthly starting salary for positions in the class.
Monthly Control Point or Maximum	This is the monthly top step or range maximum for those agencies that use the range maximum as the control point. Control point salaries are used if the agency's range structure utilizes a mid-point or similar reference point. By definition, the range control point is that point in the salary range that most employees attain through tenure, assuming satisfactory performance. The control point is also used as the market "anchoring point" of the salary range. Range maximums do not include longevity, merit, or performance based pay.
Authority Rank	This is the range relative to the market with 1 being the highest salary in the market.
Coefficient of Variance	This is a statistical measure of variability and reliability. If this number is above 30%, the data may not be reliable.
Number of Obs.	The total number of data observations (not including the Authority's salary). If this number is less than six, insufficient data is available for statistical analysis.
Mean	This is the average of the survey data. This statistic is subject to data skewing by data anomalies and is not as reliable as the median.
Median	This statistic represents the middle of the labor market. As such, half of the data is above the median and half is below the median.
Percentiles	This measurement is similar to the median except a different percentage of data is above a specific point in the ranking and the balance of data is below this point (i.e., for the 75th percentile, 25% of the data is above this point and 75% is below). The percentiles are calculated using an Excel spreadsheet function. Since there are different methods for computing percentiles, the function methodology used by Excel may not be the same as other spreadsheet programs or manual calculation methods.
Percent Above/Below	This percentage represents the difference between the market statistic to the left of the percentage and the Authority's salary. Specifically, it is the percentage increase/decrease needed to move the Authority's salary to the market. For convenience, below market relations are shown as negative values and above market relations are shown as positive values. The following formula is used to $\frac{(\text{Authority's Salary} - \text{Market})}{\text{Authority's Salary}}$ It is important that the Authority's salary be in the denominator of any percentage formula.
Percentile Rank	This is the percentile that corresponds to the Authority's salary if it is placed into the market data.

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Accountant II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Bernardino Valley MWD	Senior Accountant	\$ 9,766	\$ 13,300	36.2%
South Orange County WA	Senior Accountant	\$ 8,923	\$ 11,386	27.6%
Elsinore Valley MWD	Accountant II	\$ 8,426	\$ 11,057	31.2%
Santa Ana WPA	Accountant II	\$ 8,735	\$ 10,617	21.6%
Yorba Linda WD	Accountant	\$ 8,067	\$ 10,327	28.0%
Western Municipal WD	Accountant II	\$ 7,018	\$ 9,970	42.1%
Sweetwater Authority	Accountant	\$ 7,765	\$ 9,436	21.5%
Cucamonga Valley WD	Accountant	\$ 7,093	\$ 9,225	30.1%
Yucaipa Valley WD	Accountant	\$ 7,133	\$ 8,916	25.0%
Orange County WD	Staff Accountant	\$ 6,936	\$ 8,671	25.0%
San Elijo JPA	Analyst II	\$ 5,867	\$ 8,382	42.9%
Big Bear Regional WA	No Comparable Class			
Encina WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Santa Ana WPA Rank		4/11	Market Value	Percent +/-
Coefficient of Variance		15%		
Number of Observations		10		
Labor Market Mean			\$ 10,067	5.18%
Labor Market Median			\$ 9,703	8.61%
60th Percentile			\$ 10,113	4.75%
75th Percentile			\$ 10,874	-2.42%
Percentile Rank			71	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Accounting Technician II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Big Bear Regional WA	Hr. Coordinator/Accounting Tech	\$ 7,211	\$ 9,736	35.0%
Yorba Linda WD	Accounting Assistant II	\$ 6,956	\$ 8,905	28.0%
Elsinore Valley MWD	Accounting Technician III	\$ 6,585	\$ 8,508	29.2%
San Elijo JPA	Accounting Technician III	\$ 5,675	\$ 8,107	42.9%
Sweetwater Authority	Account Clerk III	\$ 6,430	\$ 7,814	21.5%
Western Municipal WD	Accounting Technician II	\$ 5,497	\$ 7,811	42.1%
Encina WA	Accounting Technician II	\$ 5,980	\$ 7,774	30.0%
South Orange County WA	Accounts Payable Accountant	\$ 6,039	\$ 7,706	27.6%
Orange County WD	Senior Accounting Clerk	\$ 5,994	\$ 7,488	24.9%
Santa Ana WPA	Accounting Technician II	\$ 5,884	\$ 7,152	21.6%
Cucamonga Valley WD	Account Clerk II	\$ 5,269	\$ 6,852	30.0%
San Bernardino Valley MWD	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		10/11	Market Value	Percent +/-
Coefficient of Variance		10%		
Number of Observations		10		
Labor Market Mean			\$ 8,070	-12.84%
Labor Market Median			\$ 7,812	-9.23%
60th Percentile			\$ 7,931	-10.89%
75th Percentile			\$ 8,408	-17.56%
Percentile Rank			5	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Administrative Assistant II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Western Municipal WD	Administrative Assistant	\$ 6,061	\$ 8,612	42.1%
San Bernardino Valley MWD	Administrative Specialist	\$ 6,260	\$ 8,474	35.4%
Yucaipa Valley WD	Administrative Assistant II	\$ 6,632	\$ 8,290	25.0%
Yorba Linda WD	Administrative Assistant	\$ 6,302	\$ 8,067	28.0%
Elsinore Valley MWD	Administrative Assistant II	\$ 5,876	\$ 7,709	31.2%
Sweetwater Authority	Office Assistant III	\$ 6,122	\$ 7,439	21.5%
Cucamonga Valley WD	Administrative Assistant II	\$ 5,706	\$ 7,420	30.0%
Water Facilities Authority	Office Manager	\$ 5,559	\$ 7,294	31.2%
Encina WA	Administrative Assistant II	\$ 5,529	\$ 7,187	30.0%
Santa Ana WPA	Administrative Assistant II	\$ 5,884	\$ 7,152	21.6%
Orange County WD	Administrative Support Specialist	\$ 5,708	\$ 7,134	25.0%
San Elijo JPA	Administrative Assistant II	\$ 4,127	\$ 5,895	42.8%
Big Bear Regional WA	No Comparable Class			
South Orange County WA	No Comparable Class			
Santa Ana WPA Rank		10/12	Market Value	Percent +/-
Coefficient of Variance		10%		
Number of Observations		11		
Labor Market Mean			\$ 7,593	-6.16%
Labor Market Median			\$ 7,439	-4.01%
60th Percentile			\$ 7,709	-7.79%
75th Percentile			\$ 8,179	-14.35%
Percentile Rank			13	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Administrative Services Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Bernardino Valley MWD	Chief of Staff/Clerk of the Board	\$ 13,549	\$ 18,484	36.4%
Santa Ana WPA	Administrative Services Manager	\$ 14,313	\$ 17,398	21.6%
Sweetwater Authority	Human Resources Manager	\$ 12,940	\$ 15,727	21.5%
South Orange County WA	Human Resources Administrator	\$ 11,114	\$ 14,182	27.6%
Elsinore Valley MWD	District Secretary	\$ 10,733	\$ 14,081	31.2%
Orange County WD	District Secretary	\$ 10,711	\$ 13,390	25.0%
Cucamonga Valley WD	Executive Services Administrator/District Clerk	\$ 9,935	\$ 12,916	30.0%
Big Bear Regional WA	No Comparable Class			
Encina WA	No Comparable Class			
San Elijo JPA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Western Municipal WD	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		2/7	Market Value	Percent +/-
Coefficient of Variance		14%		
Number of Observations		6		
Labor Market Mean			\$ 14,797	14.95%
Labor Market Median			\$ 14,131	18.77%
60th Percentile			\$ 14,182	18.48%
75th Percentile			\$ 15,341	11.82%
Percentile Rank			92	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Brine Line Operations Superintendent

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yorba Linda WD	Maintenance Superintendent	\$ 11,976	\$ 15,330	28.0%
Western Municipal WD	Operations Field Supervisor	\$ 9,611	\$ 14,305	48.8%
Elsinore Valley MWD	Wastewater Collection Systems Superintendent	\$ 10,274	\$ 13,477	31.2%
San Elijo JPA	Chief Plant Operator	\$ 9,310	\$ 13,299	42.8%
Encina WA	Field Services Superintendent	\$ 9,861	\$ 12,820	30.0%
Orange County WD	Maintenance Supervisor - GWRS	\$ 9,739	\$ 12,175	25.0%
South Orange County WA	Assistant Chief Operator	\$ 9,370	\$ 11,955	27.6%
Cucamonga Valley WD	Operations Supervisor (Wastewater Utility)	\$ 9,178	\$ 11,931	30.0%
Santa Ana WPA	Brine Line Operations Superintendent	\$ 9,642	\$ 11,719	21.6%
Water Facilities Authority	Operations Supervisor	\$ 8,877	\$ 11,648	31.2%
Sweetwater Authority	Water Treatment Plant Operator Supervisor	\$ 9,389	\$ 11,411	21.5%
Big Bear Regional WA	Plant Supervisor	\$ 7,958	\$ 10,743	35.0%
Yucaipa Valley WD	Public Works Supervisor	\$ 8,462	\$ 10,578	25.0%
San Bernardino Valley MWD	No Comparable Class			
Santa Ana WPA Rank		9/13	Market Value	Percent +/-
Coefficient of Variance		11%		
Number of Observations		12		
Labor Market Mean			\$ 12,473	-6.43%
Labor Market Median			\$ 12,065	-2.95%
60th Percentile			\$ 12,562	-7.19%
75th Percentile			\$ 13,343	-13.86%
Percentile Rank			30	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Brine Line Pipeline Operator II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
South Orange County WA	Operator Grade II	\$ 8,091	\$ 10,327	27.6%
Water Facilities Authority	Operator IV	\$ 7,398	\$ 9,706	31.2%
Santa Ana WPA	Brine Line Pipeline Operator II	\$ 7,913	\$ 9,619	21.6%
Encina WA	Operator II	\$ 7,200	\$ 9,360	30.0%
Yorba Linda WD	Maintenance Worker III	\$ 7,309	\$ 9,355	28.0%
Orange County WD	Maintenance Technician - Grade II	\$ 7,283	\$ 9,104	25.0%
Western Municipal WD	Operations Technician III	\$ 6,365	\$ 9,042	42.1%
San Elijo JPA	Operator II	\$ 6,121	\$ 8,744	42.9%
Sweetwater Authority	System Operator II	\$ 6,923	\$ 8,413	21.5%
Elsinore Valley MWD	Collection Systems Maintenance Worker II	\$ 6,173	\$ 8,095	31.1%
Big Bear Regional WA	Plant Operator II	\$ 5,798	\$ 7,828	35.0%
Cucamonga Valley WD	Wastewater Utility Worker II	\$ 5,938	\$ 7,719	30.0%
Yucaipa Valley WD	Utility Service Worker II	\$ 5,134	\$ 6,419	25.0%
San Bernardino Valley MWD	No Comparable Class			
Santa Ana WPA Rank		3/13	Market Value	Percent +/-
Coefficient of Variance		12%		
Number of Observations		12		
Labor Market Mean			\$ 8,676	9.80%
Labor Market Median			\$ 8,893	7.54%
60th Percentile			\$ 9,079	5.61%
75th Percentile			\$ 9,357	2.73%
Percentile Rank			89	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Business Analyst II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Sweetwater Authority	Business Systems Programmer	\$ 9,714	\$ 11,805	21.5%
Elsinore Valley MWD	Management Analyst	\$ 8,857	\$ 11,619	31.2%
Western Municipal WD	Management Analyst II	\$ 7,737	\$ 11,515	48.8%
Santa Ana WPA	Business Analyst II	\$ 8,735	\$ 10,617	21.6%
Yucaipa Valley WD	Management Analyst	\$ 6,838	\$ 8,547	25.0%
San Elijo JPA	Analyst II	\$ 5,867	\$ 8,382	42.9%
Big Bear Regional WA	No Comparable Class			
Cucamonga Valley WD	No Comparable Class			
Encina WA	No Comparable Class			
Orange County WD	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
South Orange County WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Santa Ana WPA Rank		4/6	Market Value	Percent +/-
Coefficient of Variance		17%		
Number of Observations		5		
Labor Market Mean			\$ 10,373	2.30%
Labor Market Median			\$ 11,515	-8.46%
60th Percentile			\$ 11,557	-8.85%
75th Percentile			\$ 11,619	-9.43%
Percentile Rank			42	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Clerk of the Board

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Yorba Linda WD	Sr. Executive Assistant/Board Secretary	\$ 9,589	\$ 12,275	28.0%
South Orange County WA	Clerk of the Board		\$ 12,255	
Santa Ana WPA	Clerk of the Board	\$ 9,406	\$ 11,434	21.6%
Sweetwater Authority	Board Secretary/Administrative Assistant	\$ 9,405	\$ 11,430	21.5%
Encina WA	Board Secretary/Executive Assistant	\$ 8,533	\$ 11,093	30.0%
Orange County WD	Assistant District Secretary	\$ 8,432	\$ 10,540	25.0%
Elsinore Valley MWD	Deputy District Secretary	\$ 7,229	\$ 9,488	31.2%
Big Bear Regional WA	No Comparable Class			
Cucamonga Valley WD	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Western Municipal WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		3/7	Market Value	Percent +/-
Coefficient of Variance		10%		
Number of Observations		6		
Labor Market Mean			\$ 11,180	2.22%
Labor Market Median			\$ 11,262	1.50%
60th Percentile			\$ 11,430	0.03%
75th Percentile			\$ 12,048	-5.38%
Percentile Rank			60	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Communications Specialist

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Orange County WD	Senior Communications Specialist	\$ 8,432	\$ 10,540	25.0%
Western Municipal WD	Strategic Communications Representative II	\$ 7,369	\$ 10,469	42.1%
Elsinore Valley MWD	Community Affairs Specialist	\$ 7,519	\$ 9,866	31.2%
Yorba Linda WD	Public Affairs Specialist	\$ 7,309	\$ 9,355	28.0%
Sweetwater Authority	Public Affairs Representative	\$ 7,549	\$ 9,174	21.5%
Cucamonga Valley WD	Government & Public Affairs Representative II	\$ 6,956	\$ 9,043	30.0%
Santa Ana WPA	Communications Specialist	\$ 6,182	\$ 7,514	21.6%
Big Bear Regional WA	No Comparable Class			
Encina WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		7/7	Market Value	Percent +/-
Coefficient of Variance		7%		
Number of Observations		6		
Labor Market Mean			\$ 9,741	-29.64%
Labor Market Median			\$ 9,611	-27.90%
60th Percentile			\$ 9,866	-31.30%
75th Percentile			\$ 10,318	-37.31%
Percentile Rank			0	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Controller

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Western Municipal WD	Controller	\$ 11,941	\$ 17,771	48.8%
Cucamonga Valley WD	Finance Manager	\$ 13,109	\$ 17,041	30.0%
Sweetwater Authority	Accounting Manager	\$ 12,894	\$ 15,671	21.5%
Orange County WD	Accounting Manager	\$ 11,785	\$ 14,727	25.0%
Santa Ana WPA	Controller	\$ 11,747	\$ 14,279	21.6%
Big Bear Regional WA	No Comparable Class			
Elsinore Valley MWD	No Comparable Class			
Encina WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		5/5	Market Value	Percent +/-
Coefficient of Variance		8%		
Number of Observations		4		
Labor Market Mean			\$ 16,303	-14.17%
Labor Market Median			\$ 16,356	-14.54%
60th Percentile			\$ 16,767	-17.42%
75th Percentile			\$ 17,224	-20.62%
Percentile Rank			0	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Deputy General Manager/Chief Financial Officer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Western Municipal WD	Assistant GM/Chief Financial Officer	\$ 17,484	\$ 26,022	48.8%
Santa Ana WPA	Deputy General Manager/Chief Financial Officer	\$ 20,224	\$ 24,582	21.6%
Orange County WD	Chief Financial Officer/Treasurer	\$ 18,116	\$ 22,643	25.0%
Cucamonga Valley WD	Director of Finance & Technology Services	\$ 16,957	\$ 22,044	30.0%
Elsinore Valley MWD	Director of Finance	\$ 16,739	\$ 21,963	31.2%
Encina WA	Director of Finance	\$ 15,804	\$ 20,544	30.0%
Sweetwater Authority	Director of Finance	\$ 16,489	\$ 20,040	21.5%
Yorba Linda WD	Finance Manager	\$ 15,330	\$ 19,624	28.0%
San Elijo JPA	Director of Finance/Administration	\$ 12,773	\$ 18,247	42.9%
South Orange County WA	Finance Controller	\$ 13,846	\$ 17,666	27.6%
Big Bear Regional WA	Finance Manager	\$ 12,076	\$ 16,302	35.0%
Yucaipa Valley WD	Chief Financial Officer	\$ 12,530	\$ 15,663	25.0%
San Bernardino Valley MWD	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Santa Ana WPA Rank		2/12	Market Value	Percent +/-
Coefficient of Variance		15%		
Number of Observations		11		
Labor Market Mean			\$ 20,069	18.36%
Labor Market Median			\$ 20,040	18.48%
60th Percentile			\$ 20,544	16.43%
75th Percentile			\$ 22,004	10.49%
Percentile Rank			96	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Engineer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Western Municipal WD	Engineer II	\$ 10,332	\$ 15,377	48.8%
South Orange County WA	Associate Engineer	\$ 11,114	\$ 14,182	27.6%
Elsinore Valley MWD	Associate Engineer	\$ 10,790	\$ 14,155	31.2%
Santa Ana WPA	Engineer	\$ 11,181	\$ 13,591	21.6%
Cucamonga Valley WD	Senior Associate Engineer	\$ 9,935	\$ 12,916	30.0%
Sweetwater Authority	Engineer (Development)	\$ 10,456	\$ 12,707	21.5%
Yorba Linda WD	Associate Engineer	\$ 9,829	\$ 12,582	28.0%
Orange County WD	Engineer	\$ 9,739	\$ 12,175	25.0%
Encina WA	Associate Engineer	\$ 8,533	\$ 11,093	30.0%
Big Bear Regional WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		4/9	Market Value	Percent +/-
Coefficient of Variance		10%		
Number of Observations		8		
Labor Market Mean			\$ 13,148	3.26%
Labor Market Median			\$ 12,812	5.73%
60th Percentile			\$ 13,164	3.14%
75th Percentile			\$ 14,162	-4.20%
Percentile Rank			65	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Engineering Mgr

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Elsinore Valley MWD	Engineering Manager	\$ 15,166	\$ 19,894	31.2%
Santa Ana WPA	Engineering Mgr	\$ 16,194	\$ 19,684	21.6%
Orange County WD	Director of Engineering	\$ 15,686	\$ 19,605	25.0%
Western Municipal WD	Deputy Director of Engineering	\$ 13,135	\$ 19,548	48.8%
Sweetwater Authority	Engineering Manager – Water Resources and Environment	\$ 14,983	\$ 18,211	21.5%
Encina WA	Engineering Services Manager	\$ 13,169	\$ 17,120	30.0%
Cucamonga Valley WD	Engineering Manager (Capital & Development)	\$ 13,109	\$ 17,041	30.0%
Yucaipa Valley WD	Engineering Manager	\$ 9,848	\$ 12,310	25.0%
Big Bear Regional WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Santa Ana WPA Rank		2/8	Market Value	Percent +/-
Coefficient of Variance		15%		
Number of Observations		7		
Labor Market Mean			\$ 17,675	10.20%
Labor Market Median			\$ 18,211	7.48%
60th Percentile			\$ 19,013	3.41%
75th Percentile			\$ 19,576	0.55%
Percentile Rank			88	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Executive Assistant II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
South Orange County WA	Executive Assistant	\$ 9,610	\$ 12,255	27.5%
Western Municipal WD	Executive Assistant	\$ 7,737	\$ 11,515	48.8%
Encina WA	Board Secretary/Executive Assistant	\$ 8,533	\$ 11,093	30.0%
Santa Ana WPA	Executive Assistant II	\$ 8,735	\$ 10,617	21.6%
Sweetwater Authority	Assistant Board Secretary/Administrative Assistant	\$ 8,220	\$ 9,989	21.5%
Orange County WD	Executive Assistant	\$ 7,648	\$ 9,560	25.0%
Elsinore Valley MWD	Executive Assistant	\$ 7,229	\$ 9,488	31.2%
San Elijo JPA	Administrative Assistant III	\$ 4,694	\$ 6,705	42.8%
Big Bear Regional WA	No Comparable Class			
Cucamonga Valley WD	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		4/8	Market Value	Percent +/-
Coefficient of Variance		18%		
Number of Observations		7		
Labor Market Mean			\$ 10,086	5.00%
Labor Market Median			\$ 9,989	5.92%
60th Percentile			\$ 10,651	-0.32%
75th Percentile			\$ 11,304	-6.47%
Percentile Rank			59	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Executive Manager of Engineering and Operations

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Elsinore Valley MWD	Assistant General Manager-Engineering & Operations	\$ 21,416	\$ 28,115	31.3%
Santa Ana WPA	Executive Manager of Engineering and Operations	\$ 18,780	\$ 22,827	21.6%
San Bernardino Valley MWD	Assistant Chief Engineer	\$ 16,646	\$ 22,750	36.7%
Orange County WD	Executive Director Engineering & Water Resources	\$ 18,116	\$ 22,643	25.0%
Cucamonga Valley WD	Director of Operations	\$ 16,957	\$ 22,044	30.0%
Western Municipal WD	Director of Engineering	\$ 14,448	\$ 21,504	48.8%
Sweetwater Authority	Director of Engineering and Operations	\$ 17,115	\$ 20,801	21.5%
Encina WA	Director of Technical Services	\$ 15,804	\$ 20,544	30.0%
Yorba Linda WD	Engineering Manager	\$ 15,330	\$ 19,624	28.0%
South Orange County WA	Director of Operations/Engineering	\$ 15,259	\$ 19,476	27.6%
San Elijo JPA	Director of Operations	\$ 12,773	\$ 18,247	42.9%
Big Bear Regional WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		2/11	Market Value	Percent +/-
Coefficient of Variance		13%		
Number of Observations		10		
Labor Market Mean			\$ 21,575	5.49%
Labor Market Median			\$ 21,153	7.34%
60th Percentile			\$ 21,720	4.85%
75th Percentile			\$ 22,493	1.46%
Percentile Rank			89	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

GIS Project Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Orange County WD	GIS/Database Supervisor	\$ 10,711	\$ 13,390	25.0%
Western Municipal WD	Application Specialist IV	\$ 8,941	\$ 13,308	48.8%
Santa Ana WPA	GIS Project Manager	\$ 10,909	\$ 13,259	21.6%
Elsinore Valley MWD	GIS Specialist III	\$ 8,382	\$ 11,001	31.2%
Big Bear Regional WA	No Comparable Class			
Cucamonga Valley WD	No Comparable Class			
Encina WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Sweetwater Authority	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		3/4	Market Value	Percent +/-
Coefficient of Variance		11%		
Number of Observations		3		
Labor Market Mean			\$ 12,566	5.23%
Labor Market Median			\$ 13,308	-0.36%
60th Percentile			\$ 13,324	-0.49%
75th Percentile			\$ 13,349	-0.67%
Percentile Rank			49	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Information System Analyst II

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Encina WA	Information Systems Analyst	\$ 9,861	\$ 12,820	30.0%
San Bernardino Valley MWD	Systems Analyst	\$ 9,025	\$ 12,280	36.1%
Elsinore Valley MWD	Cybersecurity Specialist II	\$ 8,806	\$ 11,557	31.2%
Western Municipal WD	IS Specialists III	\$ 7,737	\$ 11,515	48.8%
Santa Ana WPA	Information System Analyst II	\$ 9,177	\$ 11,166	21.7%
Orange County WD	Programmer/Analyst	\$ 8,432	\$ 10,540	25.0%
Sweetwater Authority	Information Systems Support Specialist III	\$ 8,642	\$ 10,502	21.5%
Cucamonga Valley WD	Information Technology Specialist II	\$ 7,991	\$ 10,384	30.0%
Yucaipa Valley WD	Information Systems Specialist	\$ 7,576	\$ 9,470	25.0%
Big Bear Regional WA	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Santa Ana WPA Rank		5/9	Market Value	Percent +/-
Coefficient of Variance		10%		
Number of Observations		8		
Labor Market Mean			\$ 11,134	0.29%
Labor Market Median			\$ 11,027	1.24%
60th Percentile			\$ 11,524	-3.20%
75th Percentile			\$ 11,738	-5.12%
Percentile Rank			52	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Information Systems & Technology Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Elsinore Valley MWD	Director of Information Technology	\$ 16,739	\$ 21,963	31.2%
Western Municipal WD	Director of Information Services	\$ 14,448	\$ 21,504	48.8%
Orange County WD	Director of Information Services/Property Mgmt	\$ 15,686	\$ 19,605	25.0%
Santa Ana WPA	Information Systems & Technology Manager	\$ 15,414	\$ 18,735	21.6%
Cucamonga Valley WD	Information Technology Manager	\$ 12,851	\$ 16,707	30.0%
Encina WA	Information Systems Manager	\$ 12,251	\$ 15,926	30.0%
Sweetwater Authority	Information Systems Manager	\$ 12,843	\$ 15,610	21.5%
Yorba Linda WD	Sr. Information Systems Administrator	\$ 11,684	\$ 14,956	28.0%
South Orange County WA	Information Technology Systems Administrator	\$ 10,327	\$ 13,180	27.6%
Big Bear Regional WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		4/9	Market Value	Percent +/-
Coefficient of Variance		18%		
Number of Observations		8		
Labor Market Mean			\$ 17,431	6.96%
Labor Market Median			\$ 16,316	12.91%
60th Percentile			\$ 17,286	7.73%
75th Percentile			\$ 20,079	-7.17%
Percentile Rank			67	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Manager of Permitting and Pretreatment

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Encina WA	Source Control Manager	\$ 12,251	\$ 15,926	30.0%
Western Municipal WD	Source Control Program Manager	\$ 10,332	\$ 15,377	48.8%
Sweetwater Authority	Land and Environmental Manager	\$ 12,492	\$ 15,185	21.6%
Santa Ana WPA	Manager of Permitting and Pretreatment	\$ 11,461	\$ 13,931	21.6%
Cucamonga Valley WD	Environmental Services Supervisor	\$ 9,935	\$ 12,916	30.0%
South Orange County WA	Environmental Compliance Safety Risk Manager	\$ 10,081	\$ 12,865	27.6%
Big Bear Regional WA	No Comparable Class			
Elsinore Valley MWD	No Comparable Class			
Orange County WD	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		4/6	Market Value	Percent +/-
Coefficient of Variance		10%		
Number of Observations		5		
Labor Market Mean			\$ 14,454	-3.75%
Labor Market Median			\$ 15,185	-9.00%
60th Percentile			\$ 15,261	-9.55%
75th Percentile			\$ 15,377	-10.38%
Percentile Rank			36	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Mgr of Operations

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Elsinore Valley MWD	Maintenance Manager	\$ 13,739	\$ 18,024	31.2%
Western Municipal WD	Operations Field Manager	\$ 11,941	\$ 17,771	48.8%
Orange County WD	Maintenance Manager - GWRS	\$ 12,962	\$ 16,201	25.0%
South Orange County WA	Chief Operator	\$ 12,555	\$ 16,023	27.6%
Santa Ana WPA	Mgr of Operations	\$ 12,967	\$ 15,761	21.6%
Cucamonga Valley WD	Operations Manager (Construction & Maintenance)	\$ 12,110	\$ 15,743	30.0%
Sweetwater Authority	Water Treatment Superintendent	\$ 12,950	\$ 15,741	21.6%
Water Facilities Authority	Operations Manager	\$ 10,591	\$ 13,896	31.2%
Yucaipa Valley WD	Operations Manager	\$ 9,997	\$ 12,497	25.0%
Big Bear Regional WA	No Comparable Class			
Encina WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Santa Ana WPA Rank		5/9	Market Value	Percent +/-
Coefficient of Variance		12%		
Number of Observations		8		
Labor Market Mean			\$ 15,737	0.15%
Labor Market Median			\$ 15,883	-0.77%
60th Percentile			\$ 16,059	-1.89%
75th Percentile			\$ 16,593	-5.28%
Percentile Rank			44	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Operations Mgr

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Elsinore Valley MWD	Director of Operations	\$ 17,581	\$ 23,070	31.2%
Cucamonga Valley WD	Director of Operations	\$ 16,957	\$ 22,044	30.0%
Santa Ana WPA	Operations Mgr	\$ 16,194	\$ 19,684	21.6%
Yorba Linda WD	Operations Manager	\$ 15,330	\$ 19,624	28.0%
Western Municipal WD	Deputy Director of Systems Operations	\$ 13,135	\$ 19,548	48.8%
Orange County WD	Director of Recharge & Wetland Operations	\$ 14,260	\$ 17,823	25.0%
Encina WA	Operations Manager	\$ 12,251	\$ 15,926	30.0%
Big Bear Regional WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Sweetwater Authority	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		3/7	Market Value	Percent +/-
Coefficient of Variance		13%		
Number of Observations		6		
Labor Market Mean			\$ 19,672	0.06%
Labor Market Median			\$ 19,586	0.50%
60th Percentile			\$ 19,624	0.31%
75th Percentile			\$ 21,439	-8.92%
Percentile Rank			60	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Pretreatment Program Specialist

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Sweetwater Authority	Principal Environmental Specialist - Biology	\$ 11,196	\$ 13,609	21.5%
Western Municipal WD	Source Control Program Specialist II	\$ 7,737	\$ 11,515	48.8%
Elsinore Valley MWD	Pretreatment Program Coordinator	\$ 8,298	\$ 10,890	31.2%
Santa Ana WPA	Pretreatment Program Specialist	\$ 8,522	\$ 10,358	21.6%
Cucamonga Valley WD	Engineering Inspector II	\$ 7,238	\$ 9,409	30.0%
Encina WA	Source Control Inspector II	\$ 7,200	\$ 9,360	30.0%
Big Bear Regional WA	No Comparable Class			
Orange County WD	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		4/6	Market Value	Percent +/-
Coefficient of Variance		16%		
Number of Observations		5		
Labor Market Mean			\$ 10,956	-5.78%
Labor Market Median			\$ 10,890	-5.13%
60th Percentile			\$ 11,140	-7.55%
75th Percentile			\$ 11,515	-11.17%
Percentile Rank			41	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Principal Watershed Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Bernardino Valley MWD	Manager of Water Resources	\$ 14,840	\$ 20,271	36.6%
Elsinore Valley MWD	Water Resources Manager	\$ 15,166	\$ 19,894	31.2%
Santa Ana WPA	Principal Watershed Manager	\$ 14,313	\$ 17,398	21.6%
Orange County WD	Principal Planner	\$ 11,785	\$ 14,727	25.0%
Big Bear Regional WA	No Comparable Class			
Cucamonga Valley WD	No Comparable Class			
Encina WA	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Sweetwater Authority	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Western Municipal WD	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		3/4	Market Value	Percent +/-
Coefficient of Variance		17%		
Number of Observations		3		
Labor Market Mean			\$ 18,297	-5.17%
Labor Market Median			\$ 19,894	-14.35%
60th Percentile			\$ 19,969	-14.78%
75th Percentile			\$ 20,082	-15.43%
Percentile Rank			26	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Project Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Bernardino Valley MWD	Project Manager, Biological Resources	\$ 12,928	\$ 17,637	36.4%
Santa Ana WPA	Project Manager	\$ 11,181	\$ 13,591	21.6%
Cucamonga Valley WD	Senior Associate Engineer	\$ 9,935	\$ 12,916	30.0%
San Elijo JPA	Project Manager	\$ 8,567	\$ 12,239	42.9%
Yucaipa Valley WD	Project Manager	\$ 8,610	\$ 10,763	25.0%
Big Bear Regional WA	No Comparable Class			
Elsinore Valley MWD	No Comparable Class			
Encina WA	No Comparable Class			
Orange County WD	No Comparable Class			
South Orange County WA	No Comparable Class			
Sweetwater Authority	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Western Municipal WD	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Santa Ana WPA Rank		2/5	Market Value	Percent +/-
Coefficient of Variance		22%		
Number of Observations		4		
Labor Market Mean			\$ 13,389	1.49%
Labor Market Median			\$ 12,577	7.46%
60th Percentile			\$ 12,780	5.96%
75th Percentile			\$ 14,096	-3.72%
Percentile Rank			71	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Senior Engineer

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
Western Municipal WD	Engineer, Senior	\$ 11,107	\$ 16,531	48.8%
South Orange County WA	Senior Engineer	\$ 12,555	\$ 16,023	27.6%
Sweetwater Authority	Principal Engineer	\$ 12,992	\$ 15,789	21.5%
Santa Ana WPA	Senior Engineer	\$ 12,967	\$ 15,761	21.6%
Elsinore Valley MWD	Senior Engineer	\$ 11,913	\$ 15,624	31.2%
Orange County WD	Senior Engineer	\$ 11,785	\$ 14,727	25.0%
Yorba Linda WD	Sr. Engineer	\$ 11,399	\$ 14,591	28.0%
Big Bear Regional WA	No Comparable Class			
Cucamonga Valley WD	No Comparable Class			
Encina WA	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		4/7	Market Value	Percent +/-
Coefficient of Variance		5%		
Number of Observations		6		
Labor Market Mean			\$ 15,548	1.36%
Labor Market Median			\$ 15,707	0.35%
60th Percentile			\$ 15,789	-0.17%
75th Percentile			\$ 15,964	-1.29%
Percentile Rank			57	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Senior Watershed Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Bernardino Valley MWD	Water Resources Senior Planner	\$ 12,928	\$ 17,637	36.4%
Santa Ana WPA	Senior Watershed Manager	\$ 12,967	\$ 15,761	21.6%
Sweetwater Authority	Watershed Caretaker Manager	\$ 12,950	\$ 15,738	21.5%
Elsinore Valley MWD	Senior Water Resources Engineer/Planner	\$ 11,913	\$ 15,624	31.2%
Orange County WD	Senior Planner	\$ 9,739	\$ 12,175	25.0%
Big Bear Regional WA	No Comparable Class			
Cucamonga Valley WD	No Comparable Class			
Encina WA	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Western Municipal WD	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		2/5	Market Value	Percent +/-
Coefficient of Variance		15%		
Number of Observations		4		
Labor Market Mean			\$ 15,294	2.97%
Labor Market Median			\$ 15,681	0.51%
60th Percentile			\$ 15,715	0.29%
75th Percentile			\$ 16,213	-2.86%
Percentile Rank			67	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Water Resources and Planning Mgr

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
San Bernardino Valley MWD	Chief of Planning and Watershed Resilience	\$ 18,734	\$ 25,619	36.8%
Elsinore Valley MWD	Director of Water Resources	\$ 17,581	\$ 23,070	31.2%
Orange County WD	Executive Director Planning & Natural Resources	\$ 17,254	\$ 21,564	25.0%
Santa Ana WPA	Water Resources and Planning Mgr	\$ 16,194	\$ 19,684	21.6%
Western Municipal WD	Deputy Director of Water Resources	\$ 13,135	\$ 19,548	48.8%
Cucamonga Valley WD	Engineering Manager (Planning & Water Resources)	\$ 13,109	\$ 17,041	30.0%
Yucaipa Valley WD	Water Resources Manager	\$ 10,295	\$ 12,869	25.0%
Big Bear Regional WA	No Comparable Class			
Encina WA	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Sweetwater Authority	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Santa Ana WPA Rank		4/7	Market Value	Percent +/-
Coefficient of Variance		23%		
Number of Observations		6		
Labor Market Mean			\$ 19,952	-1.36%
Labor Market Median			\$ 20,556	-4.43%
60th Percentile			\$ 21,564	-9.55%
75th Percentile			\$ 22,694	-15.29%
Percentile Rank			41	

**SANTA ANA WPA
LABOR MARKET SALARY SURVEY**

Statistics computed using range Control Point/Max

Watershed Manager

Agency	Comparable Class Title	Minimum	C.P./Max	Spread
<i>Santa Ana WPA</i>	<i>Watershed Manager</i>	<i>\$ 11,181</i>	<i>\$ 13,591</i>	<i>21.6%</i>
Western Municipal WD	Water Resource Analyst	\$ 7,737	\$ 11,515	48.8%
Big Bear Regional WA	No Comparable Class			
Cucamonga Valley WD	No Comparable Class			
Elsinore Valley MWD	No Comparable Class			
Encina WA	No Comparable Class			
Orange County WD	No Comparable Class			
San Bernardino Valley MWD	No Comparable Class			
San Elijo JPA	No Comparable Class			
South Orange County WA	No Comparable Class			
Sweetwater Authority	No Comparable Class			
Water Facilities Authority	No Comparable Class			
Yorba Linda WD	No Comparable Class			
Yucaipa Valley WD	No Comparable Class			
Santa Ana WPA Rank		--	Market Value	Percent +/-
Coefficient of Variance		I.D.		
Number of Observations		1		
Labor Market Mean			I.D.	--
Labor Market Median			I.D.	--
60th Percentile			I.D.	--
75th Percentile			I.D.	--
Percentile Rank			--	

APPENDIX B

SURVEY DATASHEETS – TOTAL COMPENSATION

Santa Ana WPA

Labor Market Summary - Median Total Compensation

Class Title	# of Obs.	Base	Base + Cash	Gain/ Loss	Base + Cash + Insurance	Gain/ Loss	Total Gain/ Loss	Total Comp (Cash + Ins. + Ret.)	Gain/ Loss	Total Gain/ Loss
Accountant II	10	8.6%	6.7%	-1.9%	-1.0%	-7.8%	-9.6%	-0.6%	0.5%	-9.2%
Accounting Technician II	10	-9.2%	-12.5%	-3.3%	-16.9%	-4.4%	-7.7%	-13.0%	3.9%	-3.8%
Administrative Assistant II	11	-4.0%	-7.8%	-3.8%	-13.2%	-5.5%	-9.2%	-16.9%	-3.7%	-12.9%
Administrative Services Manager	6	18.8%	18.4%	-0.4%	13.6%	-4.8%	-5.1%	8.9%	-4.7%	-9.9%
Brine Line Operations Superintendent	12	-2.9%	-8.1%	-5.2%	-10.5%	-2.4%	-7.6%	-9.5%	1.0%	-6.5%
Brine Line Pipeline Operator II	12	7.5%	4.9%	-2.6%	0.4%	-4.5%	-7.1%	0.8%	0.4%	-6.8%
Business Analyst II	5	-8.5%	-9.4%	-1.0%	-13.1%	-3.7%	-4.7%	-14.1%	-1.0%	-5.6%
Clerk of the Board	6	1.5%	-1.6%	-3.1%	-5.9%	-4.4%	-7.4%	-1.6%	4.3%	-3.1%
Communications Specialist	6	-27.9%	-29.1%	-1.2%	-31.5%	-2.4%	-3.6%	-39.0%	-7.5%	-11.1%
Controller	4	-14.5%	-18.6%	-4.1%	-20.4%	-1.8%	-5.8%	-29.7%	-9.3%	-15.2%
Deputy General Manager/Chief Financial Officer	11	18.5%	17.0%	-1.4%	12.1%	-5.0%	-6.4%	12.5%	0.4%	-6.0%
Engineer	8	5.7%	2.4%	-3.3%	-2.2%	-4.6%	-7.9%	-5.1%	-2.9%	-10.8%
Engineering Mgr	7	7.5%	5.8%	-1.7%	0.8%	-5.0%	-6.7%	-2.8%	-3.6%	-10.3%
Executive Assistant II	7	5.9%	3.8%	-2.1%	-4.5%	-8.3%	-10.4%	-5.4%	-1.0%	-11.3%
Executive Manager of Engineering and Operations	10	7.3%	4.8%	-2.5%	1.4%	-3.5%	-6.0%	-0.5%	-1.9%	-7.8%
GIS Project Manager	3	-0.4%	-1.5%	-1.1%	-6.2%	-4.7%	-5.9%	-4.3%	1.9%	-3.9%
Information System Analyst II	8	1.2%	-1.6%	-2.8%	-6.4%	-4.8%	-7.7%	-11.1%	-4.7%	-12.3%
Information Systems & Technology Manager	8	12.9%	9.0%	-3.9%	6.4%	-2.6%	-6.5%	-5.4%	-11.9%	-18.4%
Manager of Permitting and Pretreatment	5	-9.0%	-11.2%	-2.2%	-15.8%	-4.6%	-6.8%	-14.3%	1.5%	-5.3%
Mgr of Operations	8	-0.8%	-3.7%	-2.9%	-6.7%	-3.1%	-6.0%	-9.8%	-3.1%	-9.1%
Operations Mgr	6	0.5%	-1.9%	-2.4%	-5.7%	-3.8%	-6.2%	-1.8%	3.9%	-2.3%
Pretreatment Program Specialist	5	-5.1%	-5.1%	0.0%	-9.6%	-4.5%	-4.5%	-14.9%	-5.3%	-9.8%
Principal Watershed Manager	3	-14.3%	-14.3%	0.0%	-16.2%	-1.9%	-1.9%	-20.4%	-4.2%	-6.1%
Project Manager	4	7.5%	3.3%	-4.2%	0.8%	-2.5%	-6.7%	1.0%	0.3%	-6.4%
Senior Engineer	6	0.3%	-0.6%	-1.0%	-3.7%	-3.1%	-4.0%	-4.3%	-0.6%	-4.7%
Senior Watershed Manager	4	0.5%	-0.5%	-1.0%	-5.0%	-4.5%	-5.5%	-14.3%	-9.3%	-14.8%
Water Resources and Planning Mgr	6	-4.4%	-8.1%	-3.7%	-10.7%	-2.5%	-6.2%	-7.8%	2.9%	-3.3%
Watershed Manager	1									
Average		0.1%	-2.2%	-2.3%	-6.3%	-4.1%	-6.4%	-8.3%	-2.0%	-8.4%

Key to Headers on Benefit Data Sheets

Survey Class - The Authority's survey job title

Survey Agency - The survey agencies used in the survey sorted alphabetically

Comparable Class - The job title determined to be comparable to the Authority's job classification

Range Max. - The maximum (top step) monthly base salary (not including longevity or performance pay)

Long. - Longevity pay; additional base salary for years of service, the maximum level in monthly dollars

Other - Other cash such as additional flex/cafeteria benefits (monthly)

Def. Comp. - Deferred Compensation; employer paid deferred compensation contributions (including matching contributions); monthly dollars

EPMC - Retirement Paid Member Contributions (contributions paid by the employer on behalf of employee for classic tier, in effect December 2012)

Base + Cash - The cumulative total of Base Salary and Cash Benefits

Health - The maximum monthly health insurance benefit paid by the employer for EE+2 (family) coverage, not including rarely used plans

Dental - The maximum monthly dental insurance benefit paid by the employer for EE+2 (family) coverage, not including rarely used plans

Vision - The maximum monthly vision benefit paid by the employer for EE+2 (if applicable), not including rarely used plans

Base + Cash + Ins. - The cumulative total of Base Salary, Cash Benefits, and Insurance Benefits

Emp. Ret. - The monthly cost of Employer Retirement (normal cost and unfunded actuarial liability) for classic tier (in effect December 2012)

Ret. Form. - The retirement formula for the classic tier (in effect December 2012)

FICA - For agencies participating in Social Security, this column provides the dollar value (6.25% subject to annual caps)

Base + Cash + Ins. + Ret. - The cumulative total of Base Salary, Cash Benefits, Insurance Benefits, and Retirement Benefits

Retiree Health Current - Monthly dollar contributions into a retiree health savings or similar account/fund

Future Retiree Health - Future retiree health benefit in today's dollars (premium contributions upon employee retirement)

**Santa Ana WPA
Accountant II**

Accountant II			Cash Supplements					Insurance Benefits				
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.	
Big Bear Regional WA	No Comparable Class											
Cucamonga Valley WD	Accountant	\$9,225	\$461				\$9,686	\$2,240	\$193		\$12,119	
Elsinore Valley MWD	Accountant II	\$11,057					\$11,057	\$2,545	\$155	\$21	\$13,777	
Encina WA	No Comparable Class											
Orange County WD	Staff Accountant	\$8,671		\$271	\$260		\$9,202	\$2,592	\$128	\$19	\$11,941	
San Bernardino Valley MWD	Senior Accountant	\$13,300				\$931	\$14,231	\$2,058	\$147	\$27	\$16,463	
San Elijo JPA	Analyst II	\$8,382			\$335		\$8,717	\$2,139	\$168	\$23	\$11,047	
South Orange County WA	Senior Accountant	\$11,386			\$125		\$11,511	\$2,247	\$191	\$25	\$13,974	
Sweetwater Authority	Accountant	\$9,436		\$109	\$108		\$9,653	\$2,872	\$142	\$14	\$12,681	
Water Facilities Authority	No Comparable Class											
Western Municipal WD	Accountant II	\$9,970	\$150				\$10,120	\$2,812	inc	inc	\$12,932	
Yorba Linda WD	Accountant	\$10,327			\$207		\$10,533	\$2,843	\$169	\$42	\$13,587	
Yucaipa Valley WD	Accountant	\$8,916		\$27	\$678		\$9,621	\$1,991	\$120	inc	\$11,732	
Santa Ana WPA	Accountant II	\$10,617					\$10,617	\$2,058	inc	inc	\$12,675	
	Median	\$9,703					\$9,903				\$12,807	
	% +/-	8.6%					6.7%				-1.0%	
	60th Percentile	\$10,113					\$10,285				\$13,194	
	% +/-	4.8%					3.1%				-4.1%	
	75th Percentile	\$10,874					\$10,926				\$13,730	
	% +/-	-2.4%					-2.9%				-8.3%	
Median Gain/Loss							-1.6%					-7.2%

**Santa Ana WPA
Accountant II**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Accountant	\$2,743	2@60		\$14,863	\$704	
Elsinore Valley MWD	Accountant II	\$3,544	2.7@55		\$17,321	\$117	
Encina WA	No Comparable Class						
Orange County WD	Staff Accountant	\$1,184			\$13,125		\$1,957
San Bernardino Valley MWD	Senior Accountant	\$1,580	2@60	\$825	\$18,867		\$1,909
San Elijo JPA	Analyst II	\$851	2@60		\$11,898		\$158
South Orange County WA	Senior Accountant	\$1,426	2@55		\$15,400	\$200	\$158
Sweetwater Authority	Accountant	\$4,237	2.5@55	\$585	\$17,503		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Accountant II	\$1,180	2@55	\$618	\$14,731		\$754
Yorba Linda WD	Accountant	\$1,101	2@60		\$14,688		
Yucaipa Valley WD	Accountant	\$950	2@60	\$553	\$13,236		
Santa Ana WPA	Accountant II	\$1,380	2@55	\$658	\$14,713		
	Median				\$14,797		
	% +/-				-0.6%		
	60th Percentile				\$15,077		
	% +/-				-2.5%		
	75th Percentile				\$16,840		
	% +/-				-14.5%		

1.6%

Santa Ana WPA
Accounting Technician II

Accounting Technician II			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	Hr. Coordinator/Accounting Tech	\$9,736	\$97		\$292	\$292	\$10,418	\$2,770	\$216	\$22	\$13,426
Cucamonga Valley WD	Account Clerk II	\$6,852	\$343				\$7,194	\$2,240	\$193		\$9,628
Elsinore Valley MWD	Accounting Technician III	\$8,508					\$8,508	\$2,545	\$155	\$21	\$11,228
Encina WA	Accounting Technician II	\$7,774			\$311		\$8,085	\$2,039	\$102	\$22	\$10,248
Orange County WD	Senior Accounting Clerk	\$7,488		\$271	\$225		\$7,984	\$2,592	\$128	\$19	\$10,723
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	Accounting Technician III	\$8,107			\$324		\$8,431	\$2,139	\$168	\$23	\$10,761
South Orange County WA	Accounts Payable Accountant	\$7,706			\$125		\$7,831	\$2,247	\$191	\$25	\$10,294
Sweetwater Authority	Account Clerk III	\$7,814		\$90	\$108		\$8,012	\$2,872	\$142	\$14	\$11,040
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Accounting Technician II	\$7,811	\$150				\$7,961	\$2,812	inc	inc	\$10,773
Yorba Linda WD	Accounting Assistant II	\$8,905			\$178		\$9,083	\$2,843	\$169	\$42	\$12,136
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Accounting Technician II	\$7,152					\$7,152	\$2,058	inc	inc	\$9,210
	Median	\$7,812					\$8,049				\$10,767
	% +/-	-9.2%					-12.5%				-16.9%
	60th Percentile	\$7,931					\$8,223				\$10,880
	% +/-	-10.9%					-15.0%				-18.1%
	75th Percentile	\$8,408					\$8,489				\$11,181
	% +/-	-17.6%					-18.7%				-21.4%
Median Gain/Loss							-4.1%				

Santa Ana WPA

Accounting Technician II

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	Hr. Coordinator/Accounting Tech	\$1,649	2.7@55		\$15,076		\$2,493
Cucamonga Valley WD	Account Clerk II	\$2,038	2@60		\$11,665	\$704	
Elsinore Valley MWD	Accounting Technician III	\$2,727	2.7@55		\$13,955	\$75	
Encina WA	Accounting Technician II	\$1,268	2.7@55		\$11,516		\$113
Orange County WD	Senior Accounting Clerk	\$1,022			\$11,745		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	Accounting Technician III	\$823	2@60		\$11,584		\$158
South Orange County WA	Accounts Payable Accountant	\$965	2@55		\$11,259	\$200	\$158
Sweetwater Authority	Account Clerk III	\$3,508	2.5@55	\$484	\$15,033		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Accounting Technician II	\$925	2@55	\$484	\$12,182		\$754
Yorba Linda WD	Accounting Assistant II	\$949	2@60		\$13,086		
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Accounting Technician II	\$930	2@55	\$443	\$10,583		
	Median				\$11,964		
	% +/-				-13.0%		
	60th Percentile				\$12,543		
	% +/-				-18.5%		
	75th Percentile				\$13,738		
	% +/-				-29.8%		

-0.4%

**Santa Ana WPA
Administrative Assistant II**

Administrative Assistant II			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Administrative Assistant II	\$7,420	\$371				\$7,791	\$2,240	\$193		\$10,225
Elsinore Valley MWD	Administrative Assistant II	\$7,709					\$7,709	\$2,545	\$155	\$21	\$10,429
Encina WA	Administrative Assistant II	\$7,187			\$287		\$7,475	\$2,039	\$102	\$22	\$9,638
Orange County WD	Administrative Support Specialist	\$7,134		\$271	\$214		\$7,619	\$2,592	\$128	\$19	\$10,358
San Bernardino Valley MWD	Administrative Specialist	\$8,474				\$593	\$9,067	\$2,058	\$147	\$27	\$11,299
San Elijo JPA	Administrative Assistant II	\$5,895			\$236		\$6,131	\$2,139	\$168	\$23	\$8,461
South Orange County WA	No Comparable Class										
Sweetwater Authority	Office Assistant III	\$7,439		\$86	\$108		\$7,633	\$2,872	\$142	\$14	\$10,661
Water Facilities Authority	Office Manager	\$7,294					\$7,294	\$1,900	inc	inc	\$9,194
Western Municipal WD	Administrative Assistant	\$8,612	\$150				\$8,762	\$2,812	inc	inc	\$11,574
Yorba Linda WD	Administrative Assistant	\$8,067			\$161		\$8,229	\$2,843	\$169	\$42	\$11,282
Yucaipa Valley WD	Administrative Assistant II	\$8,290			\$433		\$8,724	\$2,133	\$120	inc	\$10,977
Santa Ana WPA	Administrative Assistant II	\$7,152					\$7,152	\$2,058	inc	inc	\$9,210
	Median	\$7,439					\$7,709				\$10,429
	% +/-	-4.0%					-7.8%				-13.2%
	60th Percentile	\$7,709					\$7,791				\$10,661
	% +/-	-7.8%					-8.9%				-15.8%
	75th Percentile	\$8,179					\$8,476				\$11,129
	% +/-	-14.4%					-18.5%				-20.8%
Median Gain/Loss							-1.2%	-6.8%			

Santa Ana WPA

Administrative Assistant II

		Retirement Benefits			Retiree Health		
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Administrative Assistant II	\$2,207	2@60		\$12,431	\$704	
Elsinore Valley MWD	Administrative Assistant II	\$2,471	2.7@55		\$12,900	\$75	
Encina WA	Administrative Assistant II	\$1,172	2.7@55		\$10,810		\$113
Orange County WD	Administrative Support Specialist	\$974			\$11,332		\$1,957
San Bernardino Valley MWD	Administrative Specialist	\$1,007	2@60	\$525	\$12,831		\$1,909
San Elijo JPA	Administrative Assistant II	\$598	2@60		\$9,059		\$158
South Orange County WA	No Comparable Class						
Sweetwater Authority	Office Assistant III	\$3,340	2.5@55	\$461	\$14,462		\$700
Water Facilities Authority	Office Manager	\$1,031	2.5@55		\$10,225		
Western Municipal WD	Administrative Assistant	\$1,020	2@55	\$534	\$13,128		\$754
Yorba Linda WD	Administrative Assistant	\$860	2@60		\$12,142		
Yucaipa Valley WD	Administrative Assistant II	\$884	2@60	\$514	\$12,374		
Santa Ana WPA	Administrative Assistant II	\$930	2@55	\$443	\$10,583		
	Median				\$12,374		
	% +/-				-16.9%		
	60th Percentile				\$12,431		
	% +/-				-17.5%		
	75th Percentile				\$12,866		
	% +/-				-21.6%		

-1.7%

Santa Ana WPA

Administrative Services Manager

Administrative Services Manager			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Executive Services Administrator/District Clerk	\$12,916	\$646				\$13,561	\$2,240	\$193		\$15,995
Elsinore Valley MWD	District Secretary	\$14,081					\$14,081	\$2,545	\$155	\$21	\$16,801
Encina WA	No Comparable Class										
Orange County WD	District Secretary	\$13,390		\$271	\$402		\$14,062	\$2,592	\$128	\$19	\$16,802
San Bernardino Valley MWD	Chief of Staff/Clerk of the Board	\$18,484				\$1,294	\$19,778	\$2,058	\$147	\$27	\$22,010
San Elijo JPA	No Comparable Class										
South Orange County WA	Human Resources Administrator	\$14,182			\$125		\$14,307	\$2,247	\$191	\$25	\$16,770
Sweetwater Authority	Human Resources Manager	\$15,727		\$181	\$125		\$16,033	\$2,872	\$142	\$14	\$19,061
Water Facilities Authority	No Comparable Class										
Western Municipal WD	No Comparable Class										
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Administrative Services Manager	\$17,398					\$17,398	\$2,058	inc	inc	\$19,455
	Median	\$14,131					\$14,194				\$16,801
	% +/-	18.8%					18.4%				13.6%
	60th Percentile	\$14,182					\$14,307				\$16,802
	% +/-	18.5%					17.8%				13.6%
	75th Percentile	\$15,341					\$15,602				\$18,496
	% +/-	11.8%					10.3%				4.9%
Median Gain/Loss							-0.7%				-4.1%

Santa Ana WPA

Administrative Services Manager

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Executive Services Administrator/District Clerk	\$3,841	2@60		\$19,836	\$704	
Elsinore Valley MWD	District Secretary	\$4,513	2.7@55		\$21,314	\$117	
Encina WA	No Comparable Class						
Orange County WD	District Secretary	\$1,828			\$18,630		\$1,957
San Bernardino Valley MWD	Chief of Staff/Clerk of the Board	\$2,196	2@60	\$871	\$25,077		\$1,909
San Elijo JPA	No Comparable Class						
South Orange County WA	Human Resources Administrator	\$1,776	2@55		\$18,546	\$200	\$158
Sweetwater Authority	Human Resources Manager	\$7,061	2.5@55	\$871	\$26,993		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	No Comparable Class						
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Administrative Services Manager	\$2,262	2@55	\$871	\$22,588		
	Median				\$20,575		
	% +/-				8.9%		
	60th Percentile				\$21,314		
	% +/-				5.6%		
	75th Percentile				\$24,136		
	% +/-				-6.9%		

-8.0%

Santa Ana WPA

Brine Line Operations Superintendent

Brine Line Operations Superintendent			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	Plant Supervisor	\$10,743	\$107		\$322	\$322	\$11,495	\$2,770	\$216	\$22	\$14,504
Cucamonga Valley WD	Operations Supervisor (Wastewater Utility)	\$11,931	\$597				\$12,527	\$2,240	\$193		\$14,961
Elsinore Valley MWD	Wastewater Collection Systems Superintendent	\$13,477					\$13,477	\$2,545	\$155	\$21	\$16,197
Encina WA	Field Services Superintendent	\$12,820			\$513		\$13,333	\$2,039	\$102	\$22	\$15,495
Orange County WD	Maintenance Supervisor - GWRS	\$12,175		\$271	\$365		\$12,811	\$2,592	\$128	\$19	\$15,550
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	Chief Plant Operator	\$13,299			\$532		\$13,831	\$2,139	\$168	\$23	\$16,161
South Orange County WA	Assistant Chief Operator	\$11,955			\$125		\$12,080	\$2,247	\$191	\$25	\$14,543
Sweetwater Authority	Water Treatment Plant Operator Supervisor	\$11,411		\$132	\$108		\$11,651	\$2,872	\$142	\$14	\$14,678
Water Facilities Authority	Operations Supervisor	\$11,648					\$11,648	\$1,900	inc	inc	\$13,548
Western Municipal WD	Operations Field Supervisor	\$14,305	\$150		\$286		\$14,741	\$2,812	inc	inc	\$17,553
Yorba Linda WD	Maintenance Superintendent	\$15,330			\$307		\$15,637	\$2,843	\$169	\$42	\$18,690
Yucaipa Valley WD	Public Works Supervisor	\$10,578		\$27	\$678		\$11,283	\$1,991	\$120	inc	\$13,394
Santa Ana WPA	Brine Line Operations Superintendent	\$11,719					\$11,719	\$2,058	inc	inc	\$13,777
	Median	\$12,065					\$12,669				\$15,228
	% +/-	-2.9%					-8.1%				-10.5%
	60th Percentile	\$12,562					\$13,124				\$15,528
	% +/-	-7.2%					-12.0%				-12.7%
	75th Percentile	\$13,343					\$13,565				\$16,170
	% +/-	-13.9%					-15.8%				-17.4%
Median Gain/Loss							-4.8%				

Santa Ana WPA

Brine Line Operations Superintendent

		Retirement Benefits			Retiree Health		
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	Plant Supervisor	\$1,820	2.7@55		\$16,324		\$2,493
Cucamonga Valley WD	Operations Supervisor (Wastewater Utility)	\$3,548	2@60		\$18,509	\$704	
Elsinore Valley MWD	Wastewater Collection Systems Superintendent	\$4,319	2.7@55		\$20,517	\$117	
Encina WA	Field Services Superintendent	\$2,091	2.7@55		\$17,586		\$113
Orange County WD	Maintenance Supervisor - GWRS	\$1,662			\$17,212		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	Chief Plant Operator	\$1,350	2@60		\$17,511		\$158
South Orange County WA	Assistant Chief Operator	\$1,497	2@55		\$16,040	\$200	\$158
Sweetwater Authority	Water Treatment Plant Operator Supervisor	\$5,123	2.5@55	\$707	\$20,509		\$700
Water Facilities Authority	Operations Supervisor	\$1,646	2.5@55		\$15,194		
Western Municipal WD	Operations Field Supervisor	\$1,694	2@55	\$871	\$20,118		\$754
Yorba Linda WD	Maintenance Superintendent	\$1,634	2@60		\$20,324		
Yucaipa Valley WD	Public Works Supervisor	\$1,128	2@60	\$656	\$15,177		
Santa Ana WPA	Brine Line Operations Superintendent	\$1,524	2@55	\$727	\$16,027		
	Median				\$17,549		
	% +/-				-9.5%		
	60th Percentile				\$18,140		
	% +/-				-13.2%		
	75th Percentile				\$20,169		
	% +/-				-25.8%		

-0.5%

Santa Ana WPA

Brine Line Pipeline Operator II

Brine Line Pipeline Operator II			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	Plant Operator II	\$7,828	\$78		\$235	\$235	\$8,376	\$2,770	\$216	\$22	\$11,384
Cucamonga Valley WD	Wastewater Utility Worker II	\$7,719	\$386				\$8,104	\$2,240	\$193		\$10,538
Elsinore Valley MWD	Collection Systems Maintenance Worker II	\$8,095					\$8,095	\$2,545	\$155	\$21	\$10,815
Encina WA	Operator II	\$9,360			\$374		\$9,734	\$2,039	\$102	\$22	\$11,897
Orange County WD	Maintenance Technician - Grade II	\$9,104		\$271	\$273		\$9,648	\$2,592	\$128	\$19	\$12,388
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	Operator II	\$8,744			\$350		\$9,094	\$2,139	\$168	\$23	\$11,424
South Orange County WA	Operator Grade II	\$10,327			\$125		\$10,452	\$2,247	\$191	\$25	\$12,915
Sweetwater Authority	System Operator II	\$8,413		\$97	\$108		\$8,619	\$2,872	\$142	\$14	\$11,646
Water Facilities Authority	Operator IV	\$9,706					\$9,706	\$1,900	inc	inc	\$11,606
Western Municipal WD	Operations Technician III	\$9,042	\$150				\$9,192	\$2,812	inc	inc	\$12,004
Yorba Linda WD	Maintenance Worker III	\$9,355			\$187		\$9,543	\$2,843	\$169	\$42	\$12,596
Yucaipa Valley WD	Utility Service Worker II	\$6,419			\$433		\$6,852	\$2,133	\$120	inc	\$9,105
Santa Ana WPA	Brine Line Pipeline Operator II	\$9,619					\$9,619	\$2,058	inc	inc	\$11,676
	Median	\$8,893					\$9,143				\$11,626
	% +/-	7.5%					4.9%				0.4%
	60th Percentile	\$9,079					\$9,402				\$11,797
	% +/-	5.6%					2.2%				-1.0%
	75th Percentile	\$9,357					\$9,663				\$12,100
	% +/-	2.7%					-0.5%				-3.6%
Median Gain/Loss							-3.4%				-3.3%

Santa Ana WPA

Brine Line Pipeline Operator II

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	Plant Operator II	\$1,326	2.7@55		\$12,710		\$2,493
Cucamonga Valley WD	Wastewater Utility Worker II	\$2,295	2@60		\$12,833	\$704	
Elsinore Valley MWD	Collection Systems Maintenance Worker II	\$2,594	2.7@55		\$13,409	\$75	
Encina WA	Operator II	\$1,527	2.7@55		\$13,423		\$113
Orange County WD	Maintenance Technician - Grade II	\$1,243			\$13,630		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	Operator II	\$888	2@60		\$12,311		\$158
South Orange County WA	Operator Grade II	\$1,293	2@55		\$14,208	\$200	\$158
Sweetwater Authority	System Operator II	\$3,778	2.5@55	\$522	\$15,946		\$700
Water Facilities Authority	Operator IV	\$1,371	2.5@55		\$12,977		
Western Municipal WD	Operations Technician III	\$1,071	2@55	\$561	\$13,635		\$754
Yorba Linda WD	Maintenance Worker III	\$997	2@60		\$13,593		
Yucaipa Valley WD	Utility Service Worker II	\$684	2@60	\$398	\$10,187		
Santa Ana WPA	Brine Line Pipeline Operator II	\$1,250	2@55	\$596	\$13,523		
	Median				\$13,416		
	% +/-				0.8%		
	60th Percentile				\$13,525		
	% +/-				0.0%		
	75th Percentile				\$13,632		
	% +/-				-0.8%		

1.0%

**Santa Ana WPA
Business Analyst II**

Business Analyst II			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	No Comparable Class										
Elsinore Valley MWD	Management Analyst	\$11,619					\$11,619	\$2,545	\$155	\$21	\$14,339
Encina WA	No Comparable Class										
Orange County WD	No Comparable Class										
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	Analyst II	\$8,382			\$335		\$8,717	\$2,139	\$168	\$23	\$11,047
South Orange County WA	No Comparable Class										
Sweetwater Authority	Business Systems Programmer	\$11,805		\$136	\$125		\$12,066	\$2,872	\$142	\$14	\$15,093
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Management Analyst II	\$11,515	\$150		\$230		\$11,895	\$2,812	inc	inc	\$14,708
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	Management Analyst	\$8,547		\$27	\$678		\$9,252	\$1,991	\$120	inc	\$11,363
Santa Ana WPA	Business Analyst II	\$10,617					\$10,617	\$2,058	inc	inc	\$12,675
	Median	\$11,515					\$11,619				\$14,339
	% +/-	-8.5%					-9.4%				-13.1%
	60th Percentile	\$11,557					\$11,729				\$14,486
	% +/-	-8.8%					-10.5%				-14.3%
	75th Percentile	\$11,619					\$11,895				\$14,708
	% +/-	-9.4%					-12.0%				-16.0%
Median Gain/Loss							-1.6%				-3.8%

**Santa Ana WPA
Business Analyst II**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	No Comparable Class						
Elsinore Valley MWD	Management Analyst	\$3,724	2.7@55		\$18,063	\$117	
Encina WA	No Comparable Class						
Orange County WD	No Comparable Class						
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	Analyst II	\$851	2@60		\$11,898		\$158
South Orange County WA	No Comparable Class						
Sweetwater Authority	Business Systems Programmer	\$5,300	2.5@55	\$732	\$21,125		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Management Analyst II	\$1,363	2@55	\$714	\$16,785		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	Management Analyst	\$911	2@60	\$530	\$12,804		
Santa Ana WPA	Business Analyst II	\$1,380	2@55	\$658	\$14,713		
	Median				\$16,785		
	% +/-				-14.1%		
	60th Percentile				\$17,296		
	% +/-				-17.6%		
	75th Percentile				\$18,063		
	% +/-				-22.8%		

-3.3%

**Santa Ana WPA
Clerk of the Board**

Clerk of the Board			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	No Comparable Class										
Elsinore Valley MWD	Deputy District Secretary	\$9,488					\$9,488	\$2,545	\$155	\$21	\$12,208
Encina WA	Board Secretary/Executive Assistant	\$11,093			\$444		\$11,537	\$2,039	\$102	\$22	\$13,700
Orange County WD	Assistant District Secretary	\$10,540		\$271	\$316		\$11,127	\$2,592	\$128	\$19	\$13,866
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	Clerk of the Board	\$12,255			\$125		\$12,380	\$2,247	\$191	\$25	\$14,843
Sweetwater Authority	Board Secretary/Administrative Assistant	\$11,430		\$132	\$125		\$11,687	\$2,872	\$142	\$14	\$14,714
Water Facilities Authority	No Comparable Class										
Western Municipal WD	No Comparable Class										
Yorba Linda WD	Sr. Executive Assistant/Board Secretary	\$12,275			\$246		\$12,521	\$2,843	\$169	\$42	\$15,574
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Clerk of the Board	\$11,434					\$11,434	\$2,058	inc	inc	\$13,491
	Median	\$11,262					\$11,612				\$14,290
	% +/-	1.5%					-1.6%				-5.9%
	60th Percentile	\$11,430					\$11,687				\$14,714
	% +/-	0.0%					-2.2%				-9.1%
	75th Percentile	\$12,048					\$12,206				\$14,811
	% +/-	-5.4%					-6.8%				-9.8%
Median Gain/Loss							-2.2%				-6.9%

**Santa Ana WPA
Clerk of the Board**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	No Comparable Class						
Elsinore Valley MWD	Deputy District Secretary	\$3,041	2.7@55		\$15,249	\$117	
Encina WA	Board Secretary/Executive Assistant	\$1,809	2.7@55		\$15,509		\$113
Orange County WD	Assistant District Secretary	\$1,439			\$15,305		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	Clerk of the Board	\$1,534	2@55		\$16,377	\$200	\$158
Sweetwater Authority	Board Secretary/Administrative Assistant	\$5,132	2.5@55	\$709	\$20,555		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	No Comparable Class						
Yorba Linda WD	Sr. Executive Assistant/Board Secretary	\$1,309	2@60		\$16,883		
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Clerk of the Board	\$1,486	2@55	\$709	\$15,686		
	Median				\$15,943		
	% +/-				-1.6%		
	60th Percentile				\$16,377		
	% +/-				-4.4%		
	75th Percentile				\$16,756		
	% +/-				-6.8%		

4.7%

**Santa Ana WPA
Communications Specialist**

Communications Specialist			Cash Supplements					Insurance Benefits				
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.	
Big Bear Regional WA	No Comparable Class											
Cucamonga Valley WD	Government & Public Affairs Representative II	\$9,043	\$452				\$9,495	\$2,240	\$193		\$11,928	
Elsinore Valley MWD	Community Affairs Specialist	\$9,866					\$9,866	\$2,545	\$155	\$21	\$12,587	
Encina WA	No Comparable Class											
Orange County WD	Senior Communications Specialist	\$10,540		\$271	\$316		\$11,127	\$2,592	\$128	\$19	\$13,866	
San Bernardino Valley MWD	No Comparable Class											
San Elijo JPA	No Comparable Class											
South Orange County WA	No Comparable Class											
Sweetwater Authority	Public Affairs Representative	\$9,174		\$106	\$108		\$9,388	\$2,872	\$142	\$14	\$12,416	
Water Facilities Authority	No Comparable Class											
Western Municipal WD	Strategic Communications Representative II	\$10,469	\$150				\$10,619	\$2,812	inc	inc	\$13,431	
Yorba Linda WD	Public Affairs Specialist	\$9,355			\$187		\$9,543	\$2,843	\$169	\$42	\$12,596	
Yucaipa Valley WD	No Comparable Class											
Santa Ana WPA	Communications Specialist	\$7,514					\$7,514	\$2,058	inc	inc	\$9,572	
	Median	\$9,611					\$9,704				\$12,591	
	% +/-	-27.9%					-29.1%				-31.5%	
	60th Percentile	\$9,866					\$9,866				\$12,596	
	% +/-	-31.3%					-31.3%				-31.6%	
	75th Percentile	\$10,318					\$10,430				\$13,222	
	% +/-	-37.3%					-38.8%				-38.1%	
Median Gain/Loss							0.0%					-0.3%

**Santa Ana WPA
Communications Specialist**

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Government & Public Affairs Representative II	\$2,689	2@60		\$14,617	\$704	
Elsinore Valley MWD	Community Affairs Specialist	\$3,162	2.7@55		\$15,749	\$75	
Encina WA	No Comparable Class						
Orange County WD	Senior Communications Specialist	\$1,439			\$15,305		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	Public Affairs Representative	\$4,119	2.5@55	\$569	\$17,104		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Strategic Communications Representative II	\$1,239	2@55	\$649	\$15,319		\$754
Yorba Linda WD	Public Affairs Specialist	\$997	2@60		\$13,593		
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Communications Specialist	\$977	2@55	\$466	\$11,014		
	Median				\$15,312		
	% +/-				-39.0%		
	60th Percentile				\$15,319		
	% +/-				-39.1%		
	75th Percentile				\$15,641		
	% +/-				-42.0%		

-7.5%

**Santa Ana WPA
Controller**

Controller			Cash Supplements					Insurance Benefits				
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.	
Big Bear Regional WA	No Comparable Class											
Cucamonga Valley WD	Finance Manager	\$17,041	\$852				\$17,893	\$2,240	\$193		\$20,326	
Elsinore Valley MWD	No Comparable Class											
Encina WA	No Comparable Class											
Orange County WD	Accounting Manager	\$14,727		\$271	\$442		\$15,440	\$2,592	\$128	\$19	\$18,179	
San Bernardino Valley MWD	No Comparable Class											
San Elijo JPA	No Comparable Class											
South Orange County WA	No Comparable Class											
Sweetwater Authority	Accounting Manager	\$15,671		\$181	\$125		\$15,976	\$2,872	\$142	\$14	\$19,004	
Water Facilities Authority	No Comparable Class											
Western Municipal WD	Controller	\$17,771	\$150		\$355		\$18,277	\$2,812	inc	inc	\$21,089	
Yorba Linda WD	No Comparable Class											
Yucaipa Valley WD	No Comparable Class											
Santa Ana WPA	Controller	\$14,279					\$14,279	\$2,058	inc	inc	\$16,337	
	Median	\$16,356					\$16,935				\$19,665	
	% +/-	-14.5%					-18.6%				-20.4%	
	60th Percentile	\$16,767					\$17,510				\$20,062	
	% +/-	-17.4%					-22.6%				-22.8%	
	75th Percentile	\$17,224					\$17,989				\$20,517	
	% +/-	-20.6%					-26.0%				-25.6%	
Median Gain/Loss							-5.2%					-0.2%

**Santa Ana WPA
Controller**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Finance Manager	\$5,068	2@60		\$25,394	\$704	
Elsinore Valley MWD	No Comparable Class						
Encina WA	No Comparable Class						
Orange County WD	Accounting Manager	\$2,010			\$20,190		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	Accounting Manager	\$7,036	2.5@55	\$871	\$26,911		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Controller	\$2,104	2@55	\$871	\$24,064		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Controller	\$1,856	2@55	\$871	\$19,064		
	Median				\$24,729		
	% +/-				-29.7%		
	60th Percentile				\$25,128		
	% +/-				-31.8%		
	75th Percentile				\$25,773		
	% +/-				-35.2%		

-9.0%

Santa Ana WPA

Deputy General Manager/Chief Financial Officer

Deputy General Manager/Chief Financial Officer			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	Finance Manager	\$16,302	\$163		\$489	\$489	\$17,443	\$2,770	\$216	\$22	\$20,452
Cucamonga Valley WD	Director of Finance & Technology Services	\$22,044	\$1,102				\$23,147	\$2,108	\$182		\$25,437
Elsinore Valley MWD	Director of Finance	\$21,963					\$21,963	\$2,545	\$155	\$21	\$24,683
Encina WA	Director of Finance	\$20,544			\$822		\$21,366	\$2,039	\$102	\$22	\$23,529
Orange County WD	Chief Financial Officer/Treasurer	\$22,643		\$271	\$679		\$23,593	\$2,592	\$128	\$19	\$26,333
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	Director of Finance/Administration	\$18,247			\$730		\$18,977	\$2,139	\$168	\$23	\$21,307
South Orange County WA	Fiannce Controller	\$17,666			\$125		\$17,791	\$2,247	\$191	\$25	\$20,254
Sweetwater Authority	Director of Finance	\$20,040		\$231	\$125		\$20,397	\$2,872	\$142	\$14	\$23,424
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Assistant GM/Chief Financial Officer	\$26,022	\$150		\$520		\$26,693	\$2,812	inc	inc	\$29,505
Yorba Linda WD	Finance Manager	\$19,624			\$392		\$20,016	\$2,843	\$169	\$42	\$23,070
Yucaipa Valley WD	Chief Financial Officer	\$15,663			\$1,284		\$16,947	\$2,133	\$120	inc	\$19,200
Santa Ana WPA	Deputy General Manager/Chief Financial Officer	\$24,582					\$24,582	\$2,058	inc	inc	\$26,640
	Median	\$20,040					\$20,397				\$23,424
	% +/-	18.5%					17.0%				12.1%
	60th Percentile	\$20,544					\$21,366				\$23,529
	% +/-	16.4%					13.1%				11.7%
	75th Percentile	\$22,004					\$22,555				\$25,060
	% +/-	10.5%					8.2%				5.9%
Median Gain/Loss							-3.3%	-1.4%			

Santa Ana WPA

Deputy General Manager/Chief Financial Officer

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	Finance Manager	\$2,762	2.7@55		\$23,213		\$2,493
Cucamonga Valley WD	Director of Finance & Technology Services	\$6,556	2@60		\$31,993	\$704	
Elsinore Valley MWD	Director of Finance	\$7,039	2.7@55		\$31,722	\$117	
Encina WA	Director of Finance	\$3,351	2.7@55		\$26,880		\$113
Orange County WD	Chief Financial Officer/Treasurer	\$3,091			\$29,423		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	Director of Finance/Administration	\$1,852	2@60		\$23,159		\$158
South Orange County WA	Finance Controller	\$2,212	2@55		\$22,466	\$200	\$158
Sweetwater Authority	Director of Finance	\$8,998	2.5@55	\$871	\$33,294		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Assistant GM/Chief Financial Officer	\$3,081	2@55	\$871	\$33,457		\$754
Yorba Linda WD	Finance Manager	\$2,092	2@60		\$25,162		
Yucaipa Valley WD	Chief Financial Officer	\$1,670	2@60	\$871	\$21,741		
Santa Ana WPA	Deputy General Manager/Chief Financial Officer	\$3,196	2@55	\$871	\$30,707		
	Median				\$26,880		
	% +/-				12.5%		
	60th Percentile				\$29,423		
	% +/-				4.2%		
	75th Percentile				\$31,857		
	% +/-				-3.7%		

-7.5%

**Santa Ana WPA
Engineer**

Engineer			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Senior Associate Engineer	\$12,916	\$646				\$13,561	\$2,240	\$193		\$15,995
Elsinore Valley MWD	Associate Engineer	\$14,155					\$14,155	\$2,545	\$155	\$21	\$16,875
Encina WA	Associate Engineer	\$11,093			\$444		\$11,537	\$2,039	\$102	\$22	\$13,700
Orange County WD	Engineer	\$12,175		\$271	\$365		\$12,811	\$2,592	\$128	\$19	\$15,550
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	Associate Engineer	\$14,182			\$125		\$14,307	\$2,247	\$191	\$25	\$16,770
Sweetwater Authority	Engineer (Development)	\$12,707		\$147	\$108		\$12,962	\$2,872	\$142	\$14	\$15,990
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Engineer II	\$15,377	\$150		\$308		\$15,834	\$2,812	inc	inc	\$18,647
Yorba Linda WD	Associate Engineer	\$12,582			\$252		\$12,834	\$2,843	\$169	\$42	\$15,887
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Engineer	\$13,591					\$13,591	\$2,058	inc	inc	\$15,648
	Median	\$12,812					\$13,262				\$15,992
	% +/-	5.7%					2.4%				-2.2%
	60th Percentile	\$13,164					\$13,680				\$16,150
	% +/-	3.1%					-0.7%				-3.2%
	75th Percentile	\$14,162					\$14,193				\$16,796
	% +/-	-4.2%					-4.4%				-7.3%
Median Gain/Loss							-3.8%				-2.5%

**Santa Ana WPA
Engineer**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Senior Associate Engineer	\$3,841	2@60		\$19,836	\$704	
Elsinore Valley MWD	Associate Engineer	\$4,537	2.7@55		\$21,412	\$117	
Encina WA	Associate Engineer	\$1,809	2.7@55		\$15,509		\$113
Orange County WD	Engineer	\$1,662			\$17,212		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	Associate Engineer	\$1,776	2@55		\$18,546	\$200	\$158
Sweetwater Authority	Engineer (Development)	\$5,706	2.5@55	\$788	\$22,483		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Engineer II	\$1,821	2@55	\$871	\$21,338		\$754
Yorba Linda WD	Associate Engineer	\$1,341	2@60		\$17,229		
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Engineer	\$1,767	2@55	\$843	\$18,258		
	Median				\$19,191		
	% +/-				-5.1%		
	60th Percentile				\$20,136		
	% +/-				-10.3%		
	75th Percentile				\$21,357		
	% +/-				-17.0%		

-7.1%

**Santa Ana WPA
Engineering Mgr**

Engineering Mgr			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Engineering Manager (Capital & Development)	\$17,041	\$852				\$17,893	\$2,240	\$193		\$20,326
Elsinore Valley MWD	Engineering Manager	\$19,894					\$19,894	\$2,545	\$155	\$21	\$22,614
Encina WA	Engineering Services Manager	\$17,120			\$685		\$17,805	\$2,039	\$102	\$22	\$19,968
Orange County WD	Director of Engineering	\$19,605		\$271	\$588		\$20,464	\$2,592	\$128	\$19	\$23,203
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	No Comparable Class										
Sweetwater Authority	Engineering Manager – Water Resources and Environm	\$18,211		\$210	\$125		\$18,546	\$2,872	\$142	\$14	\$21,573
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Deputy Director of Engineering	\$19,548	\$150		\$391		\$20,089	\$2,812	inc	inc	\$22,901
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	Engineering Manager	\$12,310			\$1,284		\$13,594	\$2,133	\$120	inc	\$15,847
Santa Ana WPA	Engineering Mgr	\$19,684					\$19,684	\$2,058	inc	inc	\$21,741
	Median	\$18,211					\$18,546				\$21,573
	% +/-	7.5%					5.8%				0.8%
	60th Percentile	\$19,013					\$19,355				\$22,198
	% +/-	3.4%					1.7%				-2.1%
	75th Percentile	\$19,576					\$19,991				\$22,758
	% +/-	0.5%					-1.6%				-4.7%
Median Gain/Loss							-1.7%	-3.8%			

**Santa Ana WPA
Engineering Mgr**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Engineering Manager (Capital & Development)	\$5,068	2@60		\$25,394	\$704	
Elsinore Valley MWD	Engineering Manager	\$6,376	2.7@55		\$28,990	\$117	
Encina WA	Engineering Services Manager	\$2,792	2.7@55		\$22,760		\$113
Orange County WD	Director of Engineering	\$2,676			\$25,879		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	Engineering Manager – Water Resources and Environn	\$8,177	2.5@55	\$871	\$30,621		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Deputy Director of Engineering	\$2,315	2@55	\$871	\$26,087		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	Engineering Manager	\$1,312	2@60	\$763	\$17,923		
Santa Ana WPA	Engineering Mgr	\$2,559	2@55	\$871	\$25,171		
	Median				\$25,879		
	% +/-				-2.8%		
	60th Percentile				\$26,004		
	% +/-				-3.3%		
	75th Percentile				\$27,538		
	% +/-				-9.4%		

-1.2%

**Santa Ana WPA
Executive Assistant II**

Executive Assistant II			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	No Comparable Class										
Elsinore Valley MWD	Executive Assistant	\$9,488					\$9,488	\$2,545	\$155	\$21	\$12,208
Encina WA	Board Secretary/Executive Assistant	\$11,093			\$444		\$11,537	\$2,039	\$102	\$22	\$13,700
Orange County WD	Executive Assistant	\$9,560		\$271	\$287		\$10,118	\$2,592	\$128	\$19	\$12,857
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	Administrative Assistant III	\$6,705			\$268		\$6,973	\$2,139	\$168	\$23	\$9,303
South Orange County WA	Executive Assistant	\$12,255			\$125		\$12,380	\$2,247	\$191	\$25	\$14,843
Sweetwater Authority	Assistant Board Secretary/Administrative Assistant	\$9,989		\$115	\$108		\$10,212	\$2,872	\$142	\$14	\$13,240
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Executive Assistant	\$11,515	\$150		\$230		\$11,895	\$2,812	inc	inc	\$14,708
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Executive Assistant II	\$10,617					\$10,617	\$2,058	inc	inc	\$12,675
	Median	\$9,989					\$10,212				\$13,240
	% +/-	5.9%					3.8%				-4.5%
	60th Percentile	\$10,651					\$11,007				\$13,516
	% +/-	-0.3%					-3.7%				-6.6%
	75th Percentile	\$11,304					\$11,716				\$14,204
	% +/-	-6.5%					-10.4%				-12.1%
Median Gain/Loss							-3.3%				-3.0%

**Santa Ana WPA
Executive Assistant II**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	No Comparable Class						
Elsinore Valley MWD	Executive Assistant	\$3,041	2.7@55		\$15,249	\$117	
Encina WA	Board Secretary/Executive Assistant	\$1,809	2.7@55		\$15,509		\$113
Orange County WD	Executive Assistant	\$1,305			\$14,162		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	Administrative Assistant III	\$681	2@60		\$9,984		\$158
South Orange County WA	Executive Assistant	\$1,534	2@55		\$16,377	\$200	\$158
Sweetwater Authority	Assistant Board Secretary/Administrative Assistant	\$4,485	2.5@55	\$619	\$18,344		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Executive Assistant	\$1,363	2@55	\$714	\$16,785		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Executive Assistant II	\$1,380	2@55	\$658	\$14,713		
	Median				\$15,509		
	% +/-				-5.4%		
	60th Percentile				\$16,030		
	% +/-				-8.9%		
	75th Percentile				\$16,581		
	% +/-				-12.7%		

-2.3%

Santa Ana WPA

Executive Manager of Engineering and Operations

Executive Manager of Engineering and Operations			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Director of Operations	\$22,044	\$1,102				\$23,147	\$2,108	\$182		\$25,437
Elsinore Valley MWD	Assistant General Manager-Engineering & Operations	\$28,115					\$28,115	\$2,545	\$155	\$21	\$30,835
Encina WA	Director of Technical Services	\$20,544			\$822		\$21,366	\$2,039	\$102	\$22	\$23,529
Orange County WD	Executive Director Engineering & Water Resources	\$22,643		\$271	\$679		\$23,593	\$2,592	\$128	\$19	\$26,333
San Bernardino Valley MWD	Assistant Chief Engineer	\$22,750				\$1,593	\$24,343	\$2,058	\$147	\$27	\$26,574
San Elijo JPA	Director of Operations	\$18,247			\$730		\$18,977	\$2,139	\$168	\$23	\$21,307
South Orange County WA	Director of Operations/Engineering	\$19,476			\$125		\$19,601	\$2,247	\$191	\$25	\$22,064
Sweetwater Authority	Director of Engineering and Operations	\$20,801		\$240	\$125		\$21,166	\$2,872	\$142	\$14	\$24,194
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Director of Engineering	\$21,504	\$150		\$430		\$22,084	\$2,812	inc	inc	\$24,896
Yorba Linda WD	Engineering Manager	\$19,624			\$392		\$20,016	\$2,843	\$169	\$42	\$23,070
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Executive Manager of Engineering and Operations	\$22,827					\$22,827	\$2,058	inc	inc	\$24,885
	Median	\$21,153					\$21,725				\$24,545
	% +/-	7.3%					4.8%				1.4%
	60th Percentile	\$21,720					\$22,509				\$25,112
	% +/-	4.8%					1.4%				-0.9%
	75th Percentile	\$22,493					\$23,482				\$26,109
	% +/-	1.5%					-2.9%				-4.9%
Median Gain/Loss							-3.5%				

Median Gain/Loss -3.5%

-2.3%

Santa Ana WPA

Executive Manager of Engineering and Operations

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Director of Operations	\$6,556	2@60		\$31,993	\$704	
Elsinore Valley MWD	Assistant General Manager-Engineering & Operations	\$9,011	2.7@55		\$39,846	\$117	
Encina WA	Director of Technical Services	\$3,351	2.7@55		\$26,880		\$113
Orange County WD	Executive Director Engineering & Water Resources	\$3,091			\$29,423		\$1,957
San Bernardino Valley MWD	Assistant Chief Engineer	\$2,703	2@60	\$871	\$30,148		\$1,909
San Elijo JPA	Director of Operations	\$1,852	2@60		\$23,159		\$158
South Orange County WA	Director of Operations/Engineering	\$2,438	2@55		\$24,502	\$200	\$158
Sweetwater Authority	Director of Engineering and Operations	\$9,340	2.5@55	\$871	\$34,405		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Director of Engineering	\$2,546	2@55	\$871	\$28,313		\$754
Yorba Linda WD	Engineering Manager	\$2,092	2@60		\$25,162		
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Executive Manager of Engineering and Operations	\$2,968	2@55	\$871	\$28,723		
	Median				\$28,868		
	% +/-				-0.5%		
	60th Percentile				\$29,713		
	% +/-				-3.4%		
	75th Percentile				\$31,532		
	% +/-				-9.8%		

-2.5%

**Santa Ana WPA
GIS Project Manager**

GIS Project Manager			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	No Comparable Class										
Elsinore Valley MWD	GIS Specialist III	\$11,001					\$11,001	\$2,545	\$155	\$21	\$13,721
Encina WA	No Comparable Class										
Orange County WD	GIS/Database Supervisor	\$13,390		\$271	\$402		\$14,062	\$2,592	\$128	\$19	\$16,802
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	No Comparable Class										
Sweetwater Authority	No Comparable Class										
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Application Specialist IV	\$13,308	\$150				\$13,458	\$2,812	inc	inc	\$16,270
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	GIS Project Manager	\$13,259					\$13,259	\$2,058	inc	inc	\$15,317
	Median	\$13,308					\$13,458				\$16,270
	% +/-	-0.4%					-1.5%				-6.2%
	60th Percentile	\$13,324					\$13,579				\$16,376
	% +/-	-0.5%					-2.4%				-6.9%
	75th Percentile	\$13,349					\$13,760				\$16,536
	% +/-	-0.7%					-3.8%				-8.0%
Median Gain/Loss							-1.9%				-4.5%

**Santa Ana WPA
GIS Project Manager**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	No Comparable Class						
Elsinore Valley MWD	GIS Specialist III	\$3,526	2.7@55		\$17,246	\$117	
Encina WA	No Comparable Class						
Orange County WD	GIS/Database Supervisor	\$1,828			\$18,630		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	No Comparable Class						
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Application Specialist IV	\$1,576	2@55	\$825	\$18,671		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	GIS Project Manager	\$1,724	2@55	\$822	\$17,863		
	Median				\$18,630		
	% +/-				-4.3%		
	60th Percentile				\$18,638		
	% +/-				-4.3%		
	75th Percentile				\$18,650		
	% +/-				-4.4%		

2.6%

Santa Ana WPA
Information System Analyst II

Information System Analyst II			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Information Technology Specialist II	\$10,384	\$519				\$10,904	\$2,240	\$193		\$13,337
Elsinore Valley MWD	Cybersecurity Specialist II	\$11,557					\$11,557	\$2,545	\$155	\$21	\$14,277
Encina WA	Information Systems Analyst	\$12,820			\$513		\$13,333	\$2,039	\$102	\$22	\$15,495
Orange County WD	Programmer/Analyst	\$10,540		\$271	\$316		\$11,127	\$2,592	\$128	\$19	\$13,866
San Bernardino Valley MWD	Systems Analyst	\$12,280				\$860	\$13,140	\$2,058	\$147	\$27	\$15,371
San Elijo JPA	No Comparable Class										
South Orange County WA	No Comparable Class										
Sweetwater Authority	Information Systems Support Specialist III	\$10,502		\$121	\$108		\$10,732	\$2,872	\$142	\$14	\$13,759
Water Facilities Authority	No Comparable Class										
Western Municipal WD	IS Specialists III	\$11,515	\$150				\$11,665	\$2,812	inc	inc	\$14,477
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	Information Systems Specialist	\$9,470		\$27	\$678		\$10,175	\$1,991	\$120	inc	\$12,286
Santa Ana WPA	Information System Analyst II	\$11,166					\$11,166	\$2,058	inc	inc	\$13,223
	Median	\$11,027					\$11,342				\$14,072
	% +/-	1.2%					-1.6%				-6.4%
	60th Percentile	\$11,524					\$11,579				\$14,317
	% +/-	-3.2%					-3.7%				-8.3%
	75th Percentile	\$11,738					\$12,034				\$14,701
	% +/-	-5.1%					-7.8%				-11.2%
Median Gain/Loss							-0.5%				-4.6%

Santa Ana WPA

Information System Analyst II

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Information Technology Specialist II	\$3,088	2@60		\$16,425	\$704	
Elsinore Valley MWD	Cybersecurity Specialist II	\$3,704	2.7@55		\$17,981	\$117	
Encina WA	Information Systems Analyst	\$2,091	2.7@55		\$17,586		\$113
Orange County WD	Programmer/Analyst	\$1,439			\$15,305		\$1,957
San Bernardino Valley MWD	Systems Analyst	\$1,459	2@60	\$761	\$17,592		\$1,909
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	Information Systems Support Specialist III	\$4,716	2.5@55	\$651	\$19,126		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	IS Specialists III	\$1,363	2@55	\$714	\$16,555		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	Information Systems Specialist	\$1,010	2@60	\$587	\$13,883		
Santa Ana WPA	Information System Analyst II	\$1,452	2@55	\$692	\$15,367		
	Median				\$17,071		
	% +/-				-11.1%		
	60th Percentile				\$17,587		
	% +/-				-14.4%		
	75th Percentile				\$17,689		
	% +/-				-15.1%		

-6.2%

Santa Ana WPA

Information Systems & Technology Manager

Information Systems & Technology Manager			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Information Technology Manager	\$16,707	\$835				\$17,542	\$2,240	\$193		\$19,975
Elsinore Valley MWD	Director of Information Technology	\$21,963					\$21,963	\$2,545	\$155	\$21	\$24,683
Encina WA	Information Systems Manager	\$15,926			\$637		\$16,563	\$2,039	\$102	\$22	\$18,725
Orange County WD	Director of Information Services/Property Mgmt	\$19,605		\$271	\$588		\$20,464	\$2,592	\$128	\$19	\$23,203
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	Information Technology Systems Administrator	\$13,180			\$125		\$13,305	\$2,247	\$191	\$25	\$15,768
Sweetwater Authority	Information Systems Manager	\$15,610		\$180	\$125		\$15,915	\$2,872	\$142	\$14	\$18,943
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Director of Information Services	\$21,504	\$150		\$430		\$22,084	\$2,812	inc	inc	\$24,896
Yorba Linda WD	Sr. Information Systems Administrator	\$14,956			\$299		\$15,255	\$2,843	\$169	\$42	\$18,309
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Information Systems & Technology Manager	\$18,735					\$18,735	\$2,058	inc	inc	\$20,793
	Median	\$16,316					\$17,052				\$19,459
	% +/-	12.9%					9.0%				6.4%
	60th Percentile	\$17,286					\$18,127				\$20,621
	% +/-	7.7%					3.2%				0.8%
	75th Percentile	\$20,079					\$20,838				\$23,573
	% +/-	-7.2%					-11.2%				-13.4%
Median Gain/Loss							-4.5%				-2.4%

Santa Ana WPA

Information Systems & Technology Manager

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Information Technology Manager	\$4,969	2@60		\$24,944	\$704	
Elsinore Valley MWD	Director of Information Technology	\$7,039	2.7@55		\$31,722	\$117	
Encina WA	Information Systems Manager	\$2,597	2.7@55		\$21,323		\$113
Orange County WD	Director of Information Services/Property Mgmt	\$2,676			\$25,879		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	Information Technology Systems Administrator	\$1,650	2@55		\$17,418	\$200	\$158
Sweetwater Authority	Information Systems Manager	\$7,009	2.5@55	\$871	\$26,823		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Director of Information Services	\$2,546	2@55	\$871	\$28,313		\$754
Yorba Linda WD	Sr. Information Systems Administrator	\$1,594	2@60		\$19,903		
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Information Systems & Technology Manager	\$2,436	2@55	\$871	\$24,100		
	Median				\$25,411		
	% +/-				-5.4%		
	60th Percentile				\$26,068		
	% +/-				-8.2%		
	75th Percentile				\$27,195		
	% +/-				-12.8%		

-9.0%

Santa Ana WPA

Manager of Permitting and Pretreatment

Manager of Permitting and Pretreatment			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Enviromental Services Supervisor	\$12,916	\$646				\$13,561	\$2,240	\$193		\$15,995
Elsinore Valley MWD	No Comparable Class										
Encina WA	Source Control Manager	\$15,926			\$637		\$16,563	\$2,039	\$102	\$22	\$18,725
Orange County WD	No Comparable Class										
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	Environmental Compliance Safety Risk Manager	\$12,865			\$125		\$12,990	\$2,247	\$191	\$25	\$15,453
Sweetwater Authority	Land and Environmental Manager	\$15,185		\$175	\$125		\$15,485	\$2,872	\$142	\$14	\$18,512
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Source Control Program Manager	\$15,377	\$150		\$308		\$15,834	\$2,812	inc	inc	\$18,647
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Manager of Permitting and Pretreatment	\$13,931					\$13,931	\$2,058	inc	inc	\$15,988
	Median	\$15,185					\$15,485				\$18,512
	% +/-	-9.0%					-11.2%				-15.8%
	60th Percentile	\$15,261					\$15,625				\$18,566
	% +/-	-9.6%					-12.2%				-16.1%
	75th Percentile	\$15,377					\$15,834				\$18,647
	% +/-	-10.4%					-13.7%				-16.6%
Median Gain/Loss							-2.6%				

Santa Ana WPA

Manager of Permitting and Pretreatment

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Environmental Services Supervisor	\$3,841	2@60		\$19,836	\$704	
Elsinore Valley MWD	No Comparable Class						
Encina WA	Source Control Manager	\$2,597	2.7@55		\$21,323		\$113
Orange County WD	No Comparable Class						
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	Environmental Compliance Safety Risk Manager	\$1,611	2@55		\$17,064	\$200	\$158
Sweetwater Authority	Land and Environmental Manager	\$6,818	2.5@55	\$871	\$26,201		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Source Control Program Manager	\$1,821	2@55	\$871	\$21,338		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Manager of Permitting and Pretreatment	\$1,811	2@55	\$864	\$18,663		
	Median				\$21,323		
	% +/-				-14.3%		
	60th Percentile				\$21,329		
	% +/-				-14.3%		
	75th Percentile				\$21,338		
	% +/-				-14.3%		

1.8%

**Santa Ana WPA
Mgr of Operations**

Mgr of Operations			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Operations Manager (Construction & Maintenance)	\$15,743	\$787				\$16,530	\$2,240	\$193		\$18,964
Elsinore Valley MWD	Maintenance Manager	\$18,024					\$18,024	\$2,545	\$155	\$21	\$20,745
Encina WA	No Comparable Class										
Orange County WD	Maintenance Manager - GWRS	\$16,201		\$271	\$486		\$16,957	\$2,592	\$128	\$19	\$19,697
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	Chief Operator	\$16,023			\$125		\$16,148	\$2,247	\$191	\$25	\$18,611
Sweetwater Authority	Water Treatment Superintendent	\$15,741		\$182	\$125		\$16,048	\$2,872	\$142	\$14	\$19,075
Water Facilities Authority	Operations Manager	\$13,896					\$13,896	\$1,900	inc	inc	\$15,796
Western Municipal WD	Operations Field Manager	\$17,771	\$150		\$355		\$18,277	\$2,812	inc	inc	\$21,089
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	Operations Manager	\$12,497			\$1,284		\$13,781	\$2,133	\$120	inc	\$16,034
Santa Ana WPA	Mgr of Operations	\$15,761					\$15,761	\$2,058	inc	inc	\$17,819
	Median	\$15,883					\$16,339				\$19,019
	% +/-	-0.8%					-3.7%				-6.7%
	60th Percentile	\$16,059					\$16,616				\$19,199
	% +/-	-1.9%					-5.4%				-7.7%
	75th Percentile	\$16,593					\$17,224				\$19,959
	% +/-	-5.3%					-9.3%				-12.0%
Median Gain/Loss							-3.5%				-2.3%

**Santa Ana WPA
Mgr of Operations**

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Operations Manager (Construction & Maintenance)	\$4,682	2@60		\$23,646	\$704	
Elsinore Valley MWD	Maintenance Manager	\$5,777	2.7@55		\$26,522	\$117	
Encina WA	No Comparable Class						
Orange County WD	Maintenance Manager - GWRS	\$2,211			\$21,908		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	Chief Operator	\$2,006	2@55		\$20,617	\$200	\$158
Sweetwater Authority	Water Treatment Superintendent	\$7,068	2.5@55	\$871	\$27,014		\$700
Water Facilities Authority	Operations Manager	\$1,964	2.5@55		\$17,760		
Western Municipal WD	Operations Field Manager	\$2,104	2@55	\$871	\$24,064		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	Operations Manager	\$1,332	2@60	\$775	\$18,141		
Santa Ana WPA	Mgr of Operations	\$2,049	2@55	\$871	\$20,739		
	Median				\$22,777		
	% +/-				-9.8%		
	60th Percentile				\$23,729		
	% +/-				-14.4%		
	75th Percentile				\$24,678		
	% +/-				-19.0%		

-6.7%

**Santa Ana WPA
Operations Mgr**

Operations Mgr			Cash Supplements					Insurance Benefits				
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.	
Big Bear Regional WA	No Comparable Class											
Cucamonga Valley WD	Director of Operations	\$22,044	\$1,102				\$23,147	\$2,108	\$182		\$25,437	
Elsinore Valley MWD	Director of Operations	\$23,070					\$23,070	\$2,545	\$155	\$21	\$25,790	
Encina WA	Operations Manager	\$15,926			\$637		\$16,563	\$2,039	\$102	\$22	\$18,725	
Orange County WD	Director of Recharge & Wetland Operations	\$17,823		\$271	\$535		\$18,628	\$2,592	\$128	\$19	\$21,367	
San Bernardino Valley MWD	No Comparable Class											
San Elijo JPA	No Comparable Class											
South Orange County WA	No Comparable Class											
Sweetwater Authority	No Comparable Class											
Water Facilities Authority	No Comparable Class											
Western Municipal WD	Deputy Director of Systems Operations	\$19,548	\$150		\$391		\$20,089	\$2,812	inc	inc	\$22,901	
Yorba Linda WD	Operations Manager	\$19,624			\$392		\$20,016	\$2,843	\$169	\$42	\$23,070	
Yucaipa Valley WD	No Comparable Class											
Santa Ana WPA	Operations Mgr	\$19,684					\$19,684	\$2,058	inc	inc	\$21,741	
	Median	\$19,586					\$20,053				\$22,986	
	% +/-	0.5%					-1.9%				-5.7%	
	60th Percentile	\$19,624					\$20,089				\$23,070	
	% +/-	0.3%					-2.1%				-6.1%	
	75th Percentile	\$21,439					\$22,325				\$24,845	
	% +/-	-8.9%					-13.4%				-14.3%	
Median Gain/Loss							-2.4%					-4.1%

**Santa Ana WPA
Operations Mgr**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Director of Operations	\$6,556	2@60		\$31,993	\$704	
Elsinore Valley MWD	Director of Operations	\$7,394	2.7@55		\$33,184	\$117	
Encina WA	Operations Manager	\$2,597	2.7@55		\$21,323		\$113
Orange County WD	Director of Recharge & Wetland Operations	\$2,433			\$23,800		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	No Comparable Class						
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Deputy Director of Systems Operations	\$2,315	2@55	\$871	\$26,087		\$754
Yorba Linda WD	Operations Manager	\$2,092	2@60		\$25,162		
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Operations Mgr	\$2,559	2@55	\$871	\$25,171		
	Median				\$25,624		
	% +/-				-1.8%		
	60th Percentile				\$26,087		
	% +/-				-3.6%		
	75th Percentile				\$30,516		
	% +/-				-21.2%		

2.5%

Santa Ana WPA

Pretreatment Program Specialist

Pretreatment Program Specialist			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Engineering Inspector II	\$9,409	\$470				\$9,879	\$2,240	\$193		\$12,312
Elsinore Valley MWD	Pretreatment Program Coordinator	\$10,890					\$10,890	\$2,545	\$155	\$21	\$13,610
Encina WA	Source Control Inspector II	\$9,360			\$374		\$9,734	\$2,039	\$102	\$22	\$11,897
Orange County WD	No Comparable Class										
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	No Comparable Class										
Sweetwater Authority	Principal Environmental Specialist - Biology	\$13,609		\$157	\$108		\$13,875	\$2,872	\$142	\$14	\$16,902
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Source Control Program Specialist II	\$11,515	\$150				\$11,665	\$2,812	inc	inc	\$14,477
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Pretreatment Program Specialist	\$10,358					\$10,358	\$2,058	inc	inc	\$12,416
	Median	\$10,890					\$10,890				\$13,610
	% +/-	-5.1%					-5.1%				-9.6%
	60th Percentile	\$11,140					\$11,200				\$13,957
	% +/-	-7.5%					-8.1%				-12.4%
	75th Percentile	\$11,515					\$11,665				\$14,477
	% +/-	-11.2%					-12.6%				-16.6%
Median Gain/Loss							-0.6%	-4.3%			

Santa Ana WPA

Pretreatment Program Specialist

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Engineering Inspector II	\$2,798	2@60		\$15,110	\$704	
Elsinore Valley MWD	Pretreatment Program Coordinator	\$3,490	2.7@55		\$17,100	\$75	
Encina WA	Source Control Inspector II	\$1,527	2.7@55		\$13,423		\$113
Orange County WD	No Comparable Class						
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	Principal Environmental Specialist - Biology	\$6,111	2.5@55	\$844	\$23,857		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Source Control Program Specialist II	\$1,363	2@55	\$714	\$16,555		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Pretreatment Program Specialist	\$1,347	2@55	\$642	\$14,405		
	Median				\$16,555		
	% +/-				-14.9%		
	60th Percentile				\$16,773		
	% +/-				-16.4%		
	75th Percentile				\$17,100		
	% +/-				-18.7%		

-4.0%

Santa Ana WPA

Principal Watershed Manager

Principal Watershed Manager			Cash Supplements					Insurance Benefits				
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EMPC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.	
Big Bear Regional WA	No Comparable Class											
Cucamonga Valley WD	No Comparable Class											
Elsinore Valley MWD	Water Resources Manager	\$19,894					\$19,894	\$2,545	\$155	\$21	\$22,614	
Encina WA	No Comparable Class											
Orange County WD	Principal Planner	\$14,727		\$271	\$442		\$15,440	\$2,592	\$128	\$19	\$18,179	
San Bernardino Valley MWD	Manager of Water Resources	\$20,271				\$1,419	\$21,690	\$2,058	\$147	\$27	\$23,922	
San Elijo JPA	No Comparable Class											
South Orange County WA	No Comparable Class											
Sweetwater Authority	No Comparable Class											
Water Facilities Authority	No Comparable Class											
Western Municipal WD	No Comparable Class											
Yorba Linda WD	No Comparable Class											
Yucaipa Valley WD	No Comparable Class											
Santa Ana WPA	Principal Watershed Manager	\$17,398					\$17,398	\$2,058	inc	inc	\$19,455	
	Median	\$19,894					\$19,894				\$22,614	
	% +/-	-14.3%					-14.3%				-16.2%	
	60th Percentile	\$19,969					\$20,253				\$22,875	
	% +/-	-14.8%					-16.4%				-17.6%	
	75th Percentile	\$20,082					\$20,792				\$23,268	
	% +/-	-15.4%					-19.5%				-19.6%	
Median Gain/Loss							-1.6%					-1.2%

Santa Ana WPA

Principal Watershed Manager

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	No Comparable Class						
Elsinore Valley MWD	Water Resources Manager	\$6,376	2.7@55		\$28,990	\$117	
Encina WA	No Comparable Class						
Orange County WD	Principal Planner	\$2,010			\$20,190		\$1,957
San Bernardino Valley MWD	Manager of Water Resources	\$2,408	2@60	\$871	\$27,201		\$1,909
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	No Comparable Class						
Water Facilities Authority	No Comparable Class						
Western Municipal WD	No Comparable Class						
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Principal Watershed Manager	\$2,262	2@55	\$871	\$22,588		
	Median				\$27,201		
	% +/-				-20.4%		
	60th Percentile				\$27,559		
	% +/-				-22.0%		
	75th Percentile				\$28,095		
	% +/-				-24.4%		

-4.4%

**Santa Ana WPA
Project Manager**

Project Manager			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Senior Associate Engineer	\$12,916	\$646				\$13,561	\$2,240	\$193		\$15,995
Elsinore Valley MWD	No Comparable Class										
Encina WA	No Comparable Class										
Orange County WD	No Comparable Class										
San Bernardino Valley MWD	Project Manager, Biological Resources	\$17,637				\$1,235	\$18,872	\$2,058	\$147	\$27	\$21,103
San Elijo JPA	Project Manager	\$12,239			\$490		\$12,729	\$2,139	\$168	\$23	\$15,059
South Orange County WA	No Comparable Class										
Sweetwater Authority	No Comparable Class										
Water Facilities Authority	No Comparable Class										
Western Municipal WD	No Comparable Class										
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	Project Manager	\$10,763		\$27	\$678		\$11,468	\$1,991	\$120	inc	\$13,579
Santa Ana WPA	Project Manager	\$13,591					\$13,591	\$2,058	inc	inc	\$15,648
	Median	\$12,577					\$13,145				\$15,527
	% +/-	7.5%					3.3%				0.8%
	60th Percentile	\$12,780					\$13,395				\$15,807
	% +/-	6.0%					1.4%				-1.0%
	75th Percentile	\$14,096					\$14,889				\$17,272
	% +/-	-3.7%					-9.6%				-10.4%
Median Gain/Loss							-4.5%	-2.5%			

**Santa Ana WPA
Project Manager**

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Senior Associate Engineer	\$3,841	2@60		\$19,836	\$704	
Elsinore Valley MWD	No Comparable Class						
Encina WA	No Comparable Class						
Orange County WD	No Comparable Class						
San Bernardino Valley MWD	Project Manager, Biological Resources	\$2,095	2@60	\$871	\$24,070		\$1,909
San Elijo JPA	Project Manager	\$1,242	2@60		\$16,301		\$158
South Orange County WA	No Comparable Class						
Sweetwater Authority	No Comparable Class						
Water Facilities Authority	No Comparable Class						
Western Municipal WD	No Comparable Class						
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	Project Manager	\$1,147	2@60	\$667	\$15,394		
Santa Ana WPA	Project Manager	\$1,767	2@55	\$843	\$18,258		
	Median				\$18,068		
	% +/-				1.0%		
	60th Percentile				\$19,129		
	% +/-				-4.8%		
	75th Percentile				\$20,894		
	% +/-				-14.4%		

-3.8%

**Santa Ana WPA
Senior Engineer**

Senior Engineer			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	No Comparable Class										
Elsinore Valley MWD	Senior Engineer	\$15,624					\$15,624	\$2,545	\$155	\$21	\$18,345
Encina WA	No Comparable Class										
Orange County WD	Senior Engineer	\$14,727		\$271	\$442		\$15,440	\$2,592	\$128	\$19	\$18,179
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	Senior Engineer	\$16,023			\$125		\$16,148	\$2,247	\$191	\$25	\$18,611
Sweetwater Authority	Principal Engineer	\$15,789		\$182	\$125		\$16,096	\$2,872	\$142	\$14	\$19,124
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Engineer, Senior	\$16,531	\$150		\$331		\$17,012	\$2,812	inc	inc	\$19,824
Yorba Linda WD	Sr. Engineer	\$14,591			\$292		\$14,883	\$2,843	\$169	\$42	\$17,937
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Senior Engineer	\$15,761					\$15,761	\$2,058	inc	inc	\$17,819
	Median	\$15,707					\$15,860				\$18,478
	% +/-	0.3%					-0.6%				-3.7%
	60th Percentile	\$15,789					\$16,096				\$18,611
	% +/-	-0.2%					-2.1%				-4.4%
	75th Percentile	\$15,964					\$16,135				\$18,995
	% +/-	-1.3%					-2.4%				-6.6%
Median Gain/Loss							-1.9%				-2.3%

**Santa Ana WPA
Senior Engineer**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	No Comparable Class						
Elsinore Valley MWD	Senior Engineer	\$5,008	2.7@55		\$23,352	\$117	
Encina WA	No Comparable Class						
Orange County WD	Senior Engineer	\$2,010			\$20,190		\$1,957
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	Senior Engineer	\$2,006	2@55		\$20,617	\$200	\$158
Sweetwater Authority	Principal Engineer	\$7,089	2.5@55	\$871	\$27,084		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Engineer, Senior	\$1,957	2@55	\$871	\$22,652		\$754
Yorba Linda WD	Sr. Engineer	\$1,555	2@60		\$19,492		
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Senior Engineer	\$2,049	2@55	\$871	\$20,739		
	Median				\$21,635		
	% +/-				-4.3%		
	60th Percentile				\$22,652		
	% +/-				-9.2%		
	75th Percentile				\$23,177		
	% +/-				-11.8%		

-4.8%

Santa Ana WPA
Senior Watershed Manager

Senior Watershed Manager			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	No Comparable Class										
Elsinore Valley MWD	Senior Water Resources Engineer/Planner	\$15,624					\$15,624	\$2,545	\$155	\$21	\$18,345
Encina WA	No Comparable Class										
Orange County WD	Senior Planner	\$12,175		\$271	\$365		\$12,811	\$2,592	\$128	\$19	\$15,550
San Bernardino Valley MWD	Water Resources Senior Planner	\$17,637				\$1,235	\$18,872	\$2,058	\$147	\$27	\$21,103
San Elijo JPA	No Comparable Class										
South Orange County WA	No Comparable Class										
Sweetwater Authority	Watershed Caretaker Manager	\$15,738		\$182	\$125		\$16,045	\$2,872	\$142	\$14	\$19,072
Water Facilities Authority	No Comparable Class										
Western Municipal WD	No Comparable Class										
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Senior Watershed Manager	\$15,761					\$15,761	\$2,058	inc	inc	\$17,819
	Median	\$15,681					\$15,835				\$18,708
	% +/-	0.5%					-0.5%				-5.0%
	60th Percentile	\$15,715					\$15,961				\$18,927
	% +/-	0.3%					-1.3%				-6.2%
	75th Percentile	\$16,213					\$16,751				\$19,580
	% +/-	-2.9%					-6.3%				-9.9%
Median Gain/Loss							-1.6%				-5.0%

Santa Ana WPA

Senior Watershed Manager

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	No Comparable Class						
Elsinore Valley MWD	Senior Water Resources Engineer/Planner	\$5,008	2.7@55		\$23,352	\$117	
Encina WA	No Comparable Class						
Orange County WD	Senior Planner	\$1,662			\$17,212		\$1,957
San Bernardino Valley MWD	Water Resources Senior Planner	\$2,095	2@60	\$871	\$24,070		\$1,909
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	Watershed Caretaker Manager	\$7,066	2.5@55	\$871	\$27,010		\$700
Water Facilities Authority	No Comparable Class						
Western Municipal WD	No Comparable Class						
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Senior Watershed Manager	\$2,049	2@55	\$871	\$20,739		
	Median				\$23,711		
	% +/-				-14.3%		
	60th Percentile				\$23,926		
	% +/-				-15.4%		
	75th Percentile				\$24,805		
	% +/-				-19.6%		

-9.2%

Santa Ana WPA

Water Resources and Planning Mgr

Water Resources and Planning Mgr			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	Engineering Manager (Planning & Water Resources)	\$17,041	\$852				\$17,893	\$2,240	\$193		\$20,326
Elsinore Valley MWD	Director of Water Resources	\$23,070					\$23,070	\$2,545	\$155	\$21	\$25,790
Encina WA	No Comparable Class										
Orange County WD	Executive Director Planning & Natural Resources	\$21,564		\$271	\$647		\$22,481	\$2,592	\$128	\$19	\$25,221
San Bernardino Valley MWD	Chief of Planning and Watershed Resilience	\$25,619				\$1,793	\$27,412	\$2,058	\$147	\$27	\$29,644
San Elijo JPA	No Comparable Class										
South Orange County WA	No Comparable Class										
Sweetwater Authority	No Comparable Class										
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Deputy Director of Water Resources	\$19,548	\$150		\$391		\$20,089	\$2,812	inc	inc	\$22,901
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	Water Resources Manager	\$12,869			\$1,284		\$14,153	\$2,133	\$120	inc	\$16,406
Santa Ana WPA	Water Resources and Planning Mgr	\$19,684					\$19,684	\$2,058	inc	inc	\$21,741
	Median	\$20,556					\$21,285				\$24,061
	% +/-	-4.4%					-8.1%				-10.7%
	60th Percentile	\$21,564					\$22,481				\$25,221
	% +/-	-9.6%					-14.2%				-16.0%
	75th Percentile	\$22,694					\$22,923				\$25,648
	% +/-	-15.3%					-16.5%				-18.0%
Median Gain/Loss							-4.7%				-1.8%

Santa Ana WPA

Water Resources and Planning Mgr

		Retirement Benefits				Retiree Health	
Survey Agency	Comparable Class	Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	Engineering Manager (Planning & Water Resources)	\$5,068	2@60		\$25,394	\$704	
Elsinore Valley MWD	Director of Water Resources	\$7,394	2.7@55		\$33,184	\$117	
Encina WA	No Comparable Class						
Orange County WD	Executive Director Planning & Natural Resources	\$2,943			\$28,164		\$1,957
San Bernardino Valley MWD	Chief of Planning and Watershed Resilience	\$3,044	2@60	\$871	\$33,559		\$1,909
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	No Comparable Class						
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Deputy Director of Water Resources	\$2,315	2@55	\$871	\$26,087		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	Water Resources Manager	\$1,372	2@60	\$798	\$18,576		
Santa Ana WPA	Water Resources and Planning Mgr	\$2,559	2@55	\$871	\$25,171		
	Median				\$27,126		
	% +/-				-7.8%		
	60th Percentile				\$28,164		
	% +/-				-11.9%		
	75th Percentile				\$31,929		
	% +/-				-26.8%		

4.1%

**Santa Ana WPA
Watershed Manager**

			Cash Supplements					Insurance Benefits			
Survey Agency	Comparable Class	Range Max.	Long.	Other	Def. Comp.	EPMC	Base + Cash	Health	Dental	Vision	Base + Cash + Ins.
Big Bear Regional WA	No Comparable Class										
Cucamonga Valley WD	No Comparable Class										
Elsinore Valley MWD	No Comparable Class										
Encina WA	No Comparable Class										
Orange County WD	No Comparable Class										
San Bernardino Valley MWD	No Comparable Class										
San Elijo JPA	No Comparable Class										
South Orange County WA	No Comparable Class										
Sweetwater Authority	No Comparable Class										
Water Facilities Authority	No Comparable Class										
Western Municipal WD	Water Resource Analyst	\$11,515	\$150		\$230		\$11,895	\$2,812	inc	inc	\$14,708
Yorba Linda WD	No Comparable Class										
Yucaipa Valley WD	No Comparable Class										
Santa Ana WPA	Watershed Manager	\$13,591					\$13,591	\$2,058	inc	inc	\$15,648
	Median % +/-	I.D.					I.D.				I.D.
	60th Percentile % +/-	I.D.					I.D.				I.D.

**Santa Ana WPA
Watershed Manager**

Survey Agency	Comparable Class	Retirement Benefits				Retiree Health	
		Emp. Ret.	Ret. Form.	FICA	Base + Cash + Ins. + Ret.	Current ER Contrib.	Future ER Contrib.
Big Bear Regional WA	No Comparable Class						
Cucamonga Valley WD	No Comparable Class						
Elsinore Valley MWD	No Comparable Class						
Encina WA	No Comparable Class						
Orange County WD	No Comparable Class						
San Bernardino Valley MWD	No Comparable Class						
San Elijo JPA	No Comparable Class						
South Orange County WA	No Comparable Class						
Sweetwater Authority	No Comparable Class						
Water Facilities Authority	No Comparable Class						
Western Municipal WD	Water Resource Analyst	\$1,363	2@55	\$714	\$16,785		\$754
Yorba Linda WD	No Comparable Class						
Yucaipa Valley WD	No Comparable Class						
Santa Ana WPA	Watershed Manager	\$1,767	2@55	\$843	\$18,258		
	Median % +/-				I.D.		
	60th Percentile % +/-				I.D.		

APPENDIX C

SALARY RANGE RECOMMENDATIONS

Santa Ana Watershed Project Authority
Salary Recommendations
Benchmark Classes set to Market Median, Base + Cash

Line	Recommended Classification Job Title	Current Range Max	Market Median	Market Deviation	Recomm. Range Max	Percent Change	Internal Alignment/Salary Setting Rationale
1	Administrative Services Manager	\$ 17,398			\$ 18,126	4.2%	Approx. 15% above Senior Project Manager
2	Clerk of the Board	\$ 11,434	\$ 11,612	-1.6%	\$ 11,612	1.6%	Benchmark; set to market
3	Business Analyst II	\$ 10,617	\$ 11,619	-9.4%	\$ 11,619	9.4%	Benchmark; set to market
4	Business Analyst I	\$ 9,155			\$ 10,103	10.4%	Approx. 15% below Business Analyst II
5	Executive Assistant II	\$ 10,617	\$ 10,212	+3.8%	\$ 10,617	0.0%	Benchmark; set to market; SCS*
6	Executive Assistant I	\$ 9,619			\$ 9,652	0.3%	Approx. 10% below Executive Assistant II
7	Public Information Officer	\$ 8,714	\$ 11,254	-29.1%	\$ 11,254	29.1%	Benchmark; set to market
8	Senior Administrative Assistant	\$ 8,714			\$ 8,865	1.7%	Approx. 15% above Administrative Assistant II
9	Administrative Assistant II	\$ 7,152	\$ 7,709	-7.8%	\$ 7,709	7.8%	Benchmark; set to market
10	Administrative Assistant I	\$ 6,167			\$ 6,704	8.7%	Approx. 15% below Administrative Assistant II
11							
12	Executive Manager of Engineering and Operations	\$ 22,827	\$ 21,725	+4.8%	\$ 22,827	0.0%	Benchmark; set to market; SCS*
13	Manager of Permitting and Pretreatment	\$ 13,931	\$ 15,485	-11.2%	\$ 15,485	11.2%	Benchmark; set to market
14	Senior Project Manager	\$ 15,761			\$ 15,761	0.0%	Approx. 15% above Project Manager; SCS*
15	Project Manager	\$ 13,591	\$ 13,145	+3.3%	\$ 13,591	0.0%	Benchmark; set to market; SCS*
16	Project Specialist	\$ 9,619			\$ 10,195	6.0%	Approx. 15% above Senior Administrative Assistant
17							
18	Senior Pretreatment Program Specialist	\$ 11,719			\$ 11,979	2.2%	Approx. 10% above Pretreatment Program Specialist
19	Pretreatment Program Specialist	\$ 10,358	\$ 10,890	-5.1%	\$ 10,890	5.1%	Benchmark; set to market
20							
21	Manager of Operations	\$ 15,761	\$ 16,339	-3.7%	\$ 16,339	3.7%	Benchmark; set to market
22	Brine Line Operations Superintendent	\$ 11,719	\$ 12,669	-8.1%	\$ 12,669	8.1%	Benchmark; set to market
23	Senior Brine Line Pipeline Operator	\$ 10,883			\$ 11,061	1.6%	Approx. 15% above Brine Line Pipeline Operator II
24	Brine Line Pipeline Operator II	\$ 9,619	\$ 9,143	+4.9%	\$ 9,619	0.0%	Benchmark; set to market; SCS*
25	Brine Line Pipeline Operator I	\$ 6,978			\$ 7,695	10.3%	Approx. 25% below Brine Line Pipeline Operator II
26							
27	Deputy General Manager/Chief Financial Officer	\$ 24,582	\$ 20,397	+17.0%	\$ 24,582	0.0%	Benchmark; maint alignment w/ Exec Mgr of Eng and Ops
28	Controller	\$ 14,279	\$ 16,935	-18.6%	\$ 16,935	18.6%	Benchmark; set to market
29	Senior Accountant	\$ 11,719			\$ 11,719	0.0%	Approx. 10% above Accountant II; SCS*
30	Accountant II	\$ 10,617	\$ 9,903	+6.7%	\$ 10,617	0.0%	Benchmark; set to market; SCS*
31	Accountant I	\$ 9,619			\$ 9,652	0.3%	Approx. 10% below Accountant II
32	Senior Accounting Technician	\$ 8,714			\$ 9,256	6.2%	Approx. 15% above Accounting Technician II
33	Accounting Technician II	\$ 7,152	\$ 8,049	-12.5%	\$ 8,049	12.5%	Benchmark; set to market
34	Accounting Technician I	\$ 6,167			\$ 6,999	13.5%	Approx. 15% below Accounting Technician II
35							
36	Information Systems & Technology Manager	\$ 18,735	\$ 17,052	+9.0%	\$ 18,735	0.0%	Benchmark; set to market; SCS*
37	Senior GIS Project Manager	\$ 15,377			\$ 15,476	0.6%	Approx. 15% above GIS Project Manager
38	GIS Project Manager	\$ 13,259	\$ 13,458	-1.5%	\$ 13,458	1.5%	Benchmark; set to market
39	Information System Analyst II	\$ 11,166	\$ 11,342	-1.6%	\$ 11,342	1.6%	Benchmark; set to market
40	Information System Analyst I	\$ 9,155			\$ 9,862	7.7%	Approx. 15% below Information System Analyst II
41							
42	Water Resources and Planning Manager	\$ 19,684	\$ 21,285	-8.1%	\$ 21,285	8.1%	Benchmark; set to market
43	Principal Watershed Manager	\$ 17,398	\$ 19,894	-14.3%	\$ 19,894	14.3%	Benchmark; set to market
44	Senior Watershed Manager	\$ 15,761			\$ 15,761	0.0%	Approx. 15% above Watershed Manager; SCS*
45	Watershed Manager	\$ 13,591			\$ 13,591	0.0%	Same as Project Manager

Santa Ana Watershed Project Authority
Salary Recommendations
Benchmark Classes set to Market 60th Percentile, Base + Cash

Line	Recommended Classification Job Title	Current Range Max	60th Percentile	Market Deviation	Recomm. Range Max	Percent Change	Internal Alignment/Salary Setting Rationale
1	Administrative Services Manager	\$ 17,398			\$ 18,126	4.2%	Approx. 15% above Senior Project Manager
2	Clerk of the Board	\$ 11,434	\$ 11,687	-2.2%	\$ 11,687	2.2%	Benchmark; set to market
3	Business Analyst II	\$ 10,617	\$ 11,729	-10.5%	\$ 11,729	10.5%	Benchmark; set to market
4	Business Analyst I	\$ 9,155			\$ 10,199	11.4%	Approx. 15% below Business Analyst II
5	Executive Assistant II	\$ 10,617	\$ 11,007	-3.7%	\$ 11,007	3.7%	Benchmark; set to market
6	Executive Assistant I	\$ 9,619			\$ 10,006	4.0%	Approx. 10% below Executive Assistant II
7	Public Information Officer	\$ 8,714	\$ 11,442	-31.3%	\$ 11,442	31.3%	Benchmark; set to market
8	Senior Administrative Assistant	\$ 8,714			\$ 8,960	2.8%	Approx. 15% above Administrative Assistant II
9	Administrative Assistant II	\$ 7,152	\$ 7,791	-8.9%	\$ 7,791	8.9%	Benchmark; set to market
10	Administrative Assistant I	\$ 6,167			\$ 6,775	9.9%	Approx. 15% below Administrative Assistant II
11							
12	Executive Manager of Engineering and Operations	\$ 22,827	\$ 22,509	+1.4%	\$ 22,827	0.0%	Benchmark; set to market; SCS*
13	Manager of Permitting and Pretreatment	\$ 13,931	\$ 15,625	-12.2%	\$ 15,625	12.2%	Benchmark; set to market
14	Senior Project Manager	\$ 15,761			\$ 15,761	0.0%	Approx. 15% above Project Manager; SCS*
15	Project Manager	\$ 13,591	\$ 13,395	+1.4%	\$ 13,591	0.0%	Benchmark; set to market; SCS*
16	Project Specialist	\$ 9,619			\$ 10,304	7.1%	Approx. 15% above Senior Administrative Assistant
17							
18	Senior Pretreatment Program Specialist	\$ 11,719			\$ 12,320	5.1%	Approx. 10% above Pretreatment Program Specialist
19	Pretreatment Program Specialist	\$ 10,358	\$ 11,200	-8.1%	\$ 11,200	8.1%	Benchmark; set to market
20							
21	Manager of Operations	\$ 15,761	\$ 16,616	-5.4%	\$ 16,616	5.4%	Benchmark; set to market
22	Brine Line Operations Superintendent	\$ 11,719	\$ 13,124	-12.0%	\$ 13,124	12.0%	Benchmark; set to market
23	Senior Brine Line Pipeline Operator	\$ 10,883			\$ 11,061	1.6%	Approx. 15% above Brine Line Pipeline Operator II
24	Brine Line Pipeline Operator II	\$ 9,619	\$ 9,402	+2.2%	\$ 9,619	0.0%	Benchmark; set to market; SCS*
25	Brine Line Pipeline Operator I	\$ 6,978			\$ 7,695	10.3%	Approx. 25% below Brine Line Pipeline Operator II
26							
27	Deputy General Manager/Chief Financial Officer	\$ 24,582	\$ 21,366	+13.1%	\$ 24,582	0.0%	Benchmark; maint alignment w/ Exec Mgr of Eng and Ops
28	Controller	\$ 14,279	\$ 17,510	-22.6%	\$ 17,510	22.6%	Benchmark; set to market
29	Senior Accountant	\$ 11,719			\$ 11,719	0.0%	Approx. 10% above Accountant II; SCS*
30	Accountant II	\$ 10,617	\$ 10,285	+3.1%	\$ 10,617	0.0%	Benchmark; set to market; SCS*
31	Accountant I	\$ 9,619			\$ 9,652	0.3%	Approx. 10% below Accountant II
32	Senior Accounting Technician	\$ 8,714			\$ 9,457	8.5%	Approx. 15% above Accounting Technician II
33	Accounting Technician II	\$ 7,152	\$ 8,223	-15.0%	\$ 8,223	15.0%	Benchmark; set to market
34	Accounting Technician I	\$ 6,167			\$ 7,151	16.0%	Approx. 15% below Accounting Technician II
35							
36	Information Systems & Technology Manager	\$ 18,735	\$ 18,127	+3.2%	\$ 18,735	0.0%	Benchmark; set to market; SCS*
37	Senior GIS Project Manager	\$ 15,377			\$ 15,615	1.6%	Approx. 15% above GIS Project Manager
38	GIS Project Manager	\$ 13,259	\$ 13,579	-2.4%	\$ 13,579	2.4%	Benchmark; set to market
39	Information System Analyst II	\$ 11,166	\$ 11,579	-3.7%	\$ 11,579	3.7%	Benchmark; set to market
40	Information System Analyst I	\$ 9,155			\$ 10,068	10.0%	Approx. 15% below Information System Analyst II
41							
42	Water Resources and Planning Manager	\$ 19,684	\$ 22,481	-14.2%	\$ 22,481	14.2%	Benchmark; set to market
43	Principal Watershed Manager	\$ 17,398	\$ 20,253	-16.4%	\$ 20,253	16.4%	Benchmark; set to market
44	Senior Watershed Manager	\$ 15,761			\$ 15,761	0.0%	Approx. 15% above Watershed Manager; SCS*
45	Watershed Manager	\$ 13,591			\$ 13,591	0.0%	Same as Project Manager

Santa Ana Watershed Project Authority
Salary Recommendations
Benchmark Classes set to Market 75th Percentile, Base + Cash

Line	Recommended Classification Job Title	Current Range Max	75th Percentile	Market Deviation	Recomm. Range Max	Percent Change	Internal Alignment/Salary Setting Rationale
1	Administrative Services Manager	\$ 17,398			\$ 19,691	13.2%	Approx. 15% above Senior Project Manager
2	Clerk of the Board	\$ 11,434	\$ 12,206	-6.8%	\$ 12,206	6.8%	Benchmark; set to market
3	Business Analyst II	\$ 10,617	\$ 11,895	-12.0%	\$ 11,895	12.0%	Benchmark; set to market
4	Business Analyst I	\$ 9,155			\$ 10,344	13.0%	Approx. 15% below Business Analyst II
5	Executive Assistant II	\$ 10,617	\$ 11,716	-10.4%	\$ 11,716	10.4%	Benchmark; set to market
6	Executive Assistant I	\$ 9,619			\$ 10,651	10.7%	Approx. 10% below Executive Assistant II
7	Public Information Officer	\$ 8,714	\$ 12,096	-38.8%	\$ 12,096	38.8%	Benchmark; set to market
8	Senior Administrative Assistant	\$ 8,714			\$ 9,747	11.9%	Approx. 15% above Administrative Assistant II
9	Administrative Assistant II	\$ 7,152	\$ 8,476	-18.5%	\$ 8,476	18.5%	Benchmark; set to market
10	Administrative Assistant I	\$ 6,167			\$ 7,370	19.5%	Approx. 15% below Administrative Assistant II
11							
12	Executive Manager of Engineering and Operations	\$ 22,827	\$ 23,482	-2.9%	\$ 23,482	2.9%	Benchmark; set to market
13	Manager of Permitting and Pretreatment	\$ 13,931	\$ 15,834	-13.7%	\$ 15,834	13.7%	Benchmark; set to market
14	Senior Project Manager	\$ 15,761			\$ 17,122	8.6%	Approx. 15% above Project Manager
15	Project Manager	\$ 13,591	\$ 14,889	-9.6%	\$ 14,889	9.6%	Benchmark; set to market
16	Project Specialist	\$ 9,619			\$ 11,210	16.5%	Approx. 15% above Senior Administrative Assistant
17							
18	Senior Pretreatment Program Specialist	\$ 11,719			\$ 12,832	9.5%	Approx. 10% above Pretreatment Program Specialist
19	Pretreatment Program Specialist	\$ 10,358	\$ 11,665	-12.6%	\$ 11,665	12.6%	Benchmark; set to market
20							
21	Manager of Operations	\$ 15,761	\$ 17,224	-9.3%	\$ 17,224	9.3%	Benchmark; set to market
22	Brine Line Operations Superintendent	\$ 11,719	\$ 13,565	-15.8%	\$ 13,565	15.8%	Benchmark; set to market
23	Senior Brine Line Pipeline Operator	\$ 10,883			\$ 12,218	12.3%	Approx. 15% above Brine Line Pipeline Operator II
24	Brine Line Pipeline Operator II	\$ 9,619	\$ 10,625	-10.5%	\$ 10,625	10.5%	Benchmark; set to market
25	Brine Line Pipeline Operator I	\$ 6,978			\$ 8,500	21.8%	Approx. 25% below Brine Line Pipeline Operator II
26							
27	Deputy General Manager/Chief Financial Officer	\$ 24,582	\$ 22,555	+8.2%	\$ 25,287	2.9%	Benchmark; maint alignment w/ Exec Mgr of Eng and Ops
28	Controller	\$ 14,279	\$ 17,989	-26.0%	\$ 17,989	26.0%	Benchmark; set to market
29	Senior Accountant	\$ 11,719			\$ 12,019	2.6%	Approx. 10% above Accountant II
30	Accountant II	\$ 10,617	\$ 10,926	-2.9%	\$ 10,926	2.9%	Benchmark; set to market
31	Accountant I	\$ 9,619			\$ 9,933	3.3%	Approx. 10% below Accountant II
32	Senior Accounting Technician	\$ 8,714			\$ 9,762	12.0%	Approx. 15% above Accounting Technician II
33	Accounting Technician II	\$ 7,152	\$ 8,489	-18.7%	\$ 8,489	18.7%	Benchmark; set to market
34	Accounting Technician I	\$ 6,167			\$ 7,381	19.7%	Approx. 15% below Accounting Technician II
35							
36	Information Systems & Technology Manager	\$ 18,735	\$ 20,838	-11.2%	\$ 20,838	11.2%	Benchmark; set to market
37	Senior GIS Project Manager	\$ 15,377			\$ 15,824	2.9%	Approx. 15% above GIS Project Manager
38	GIS Project Manager	\$ 13,259	\$ 13,760	-3.8%	\$ 13,760	3.8%	Benchmark; set to market
39	Information System Analyst II	\$ 11,166	\$ 12,034	-7.8%	\$ 12,034	7.8%	Benchmark; set to market
40	Information System Analyst I	\$ 9,155			\$ 10,464	14.3%	Approx. 15% below Information System Analyst II
41							
42	Water Resources and Planning Manager	\$ 19,684	\$ 22,923	-16.5%	\$ 22,923	16.5%	Benchmark; set to market
43	Principal Watershed Manager	\$ 17,398	\$ 20,792	-19.5%	\$ 20,792	19.5%	Benchmark; set to market
44	Senior Watershed Manager	\$ 15,761			\$ 17,122	8.6%	Approx. 15% above Watershed Manager
45	Watershed Manager	\$ 13,591			\$ 14,889	9.6%	Same as Project Manager



Classification and Compensation Study Update

Karen Williams, General Manager

November 4, 2025

Background

- Commission authorized Ralph Andersen & associates to conduct a Classification and Compensation Study on February 6, 2024.
- Purpose: Evaluate job classifications and compensation across comparable agencies.
- Initial survey pool: 12 agencies identified based on labor market and organizational criteria.

Member Agency Collaboration

- Input received from General Managers and HR staff
- Consensus to refine comparison pool for better alignment with SAWPA's size, staffing, and JPA structure.



Refining the Survey Pool

- Proposed for Removal (larger, less comparable):
 - City of Riverside, Riverside County, IRWD, EMWD, IEUA
- Proposed for Addition (similar JPAs):
 - Big Bear Area RWA, Water Facilities Authority, Encina Wastewater Authority, South Orange Coast WA, San Elijo JPA, Sweetwater Authority.

Member Agency Feedback

- HR staff emphasized access to work papers and job descriptions for accuracy.
- Strong support for aligning study with Strategic Plan to ensure future-focused outcomes.

Recommendation

- Temporarily pause the study until the Strategic Plan is completed.
- Aligns classification and compensation recommendations with organizational goals.
- Promotes precision and long-term sustainability.

Interim Approach

- No delay for urgent needs: GM may make temporary salary adjustments if necessary.
- Based on the addition of the JPAs, most salaries are not out of alignment with market.
- Benefit comparisons need greater focus.
- Ongoing collaboration with member agency HR professionals.

Next Steps

- Complete Strategic Plan (Spring/Summer 2026).
- Resume Classification & Compensation Study with updated context and focus on benefit comparison.
- Present final study results to the Commission.

Questions

Karen Williams
General Manager

kwilliams@sawpa.gov

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Santa Ana Watershed Project Authority

Compensation Study

April 8, 2025

Doug Johnson, Vice President

Ralph Andersen & Associates

Why Surveys Are Done

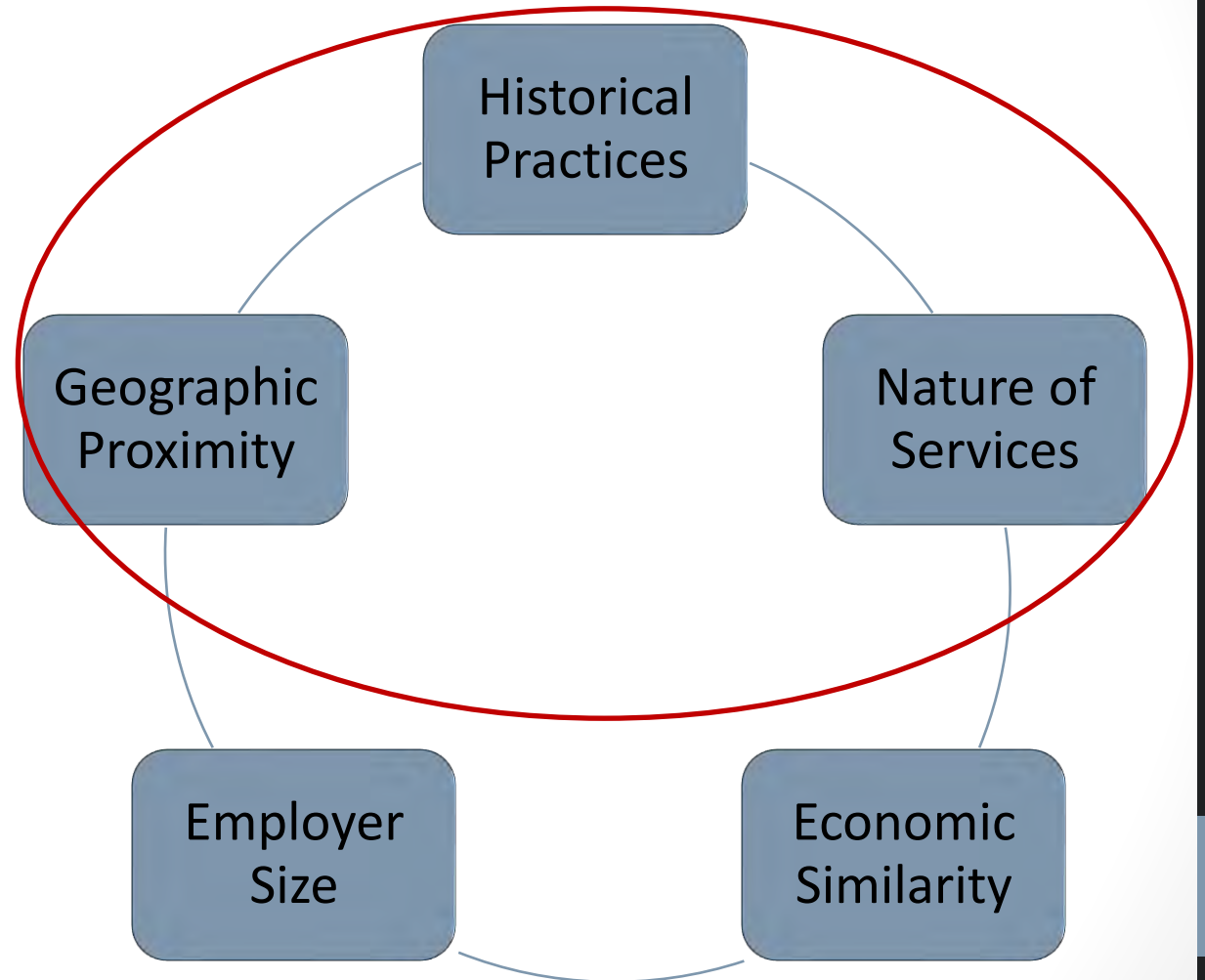
Compensation surveys are a necessary part of assessing and updating an organization's compensation plan.

- 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 Agency Selection Criteria

- Presented and discussed with SAWPA/Commission
- Emphasis on finding job comparables within close geographic proximity
- Agency size differences reflect mission/services, not necessarily job expertise and value



Survey Agency Selection

- Consultant conducted a thorough analysis of labor market survey options
 - Historical agencies
 - A review of 60+ potential agencies (local cities/counties and special districts)
 - JPAs, even if these agencies don't provide similar services
 - Documented written analysis
- Commission workshop presentation of survey agency selection criteria
- Recommended survey agencies
- Revisions based on Commission input prior to initiating compensation survey
- Resulting market – 13 agencies
 - JPAs
 - Special Districts
 - 3 additional agencies were surveyed but insufficient comparable data was found for their inclusion in the survey (Chino Basin Watermaster, Chino Basin Water Conservation District, and Santa Ana Regional Water Quality Board)

Survey Agencies

Survey Agency	Driving Distance	Total Revenues	Total Expenditures	ERI COL	ERI Wage	WW	Memb	Hist
Santa Ana Watershed Project Authority	0	\$29.0 Mil	\$27.7 Mil	100.0	100.0	X	X	X
Western Municipal Water District	0	\$162.0 Mil	\$147.8 Mil	100.0	100.0	X	X	X
San Bernardino Valley Municipal Water District	13	\$160.4 Mil	\$90.4 Mil	91.5	100.0		X	X
Yucaipa Valley Water District	24	\$33.7 Mil	\$39.1 Mil	94.5	100.0	X		
Water Facilities Authority	24	\$23.2 Mil	\$20.9 Mil	103.5	100.5			
Cucamonga Valley Water District	27	\$100.5 Mil	\$96.7 Mil	98.5	100.0	X		X
Yorba Linda Water District	31	\$46.2 Mil	\$45.6 Mil	104.0	103.6	X		
Elsinore Valley Municipal Water District	34	\$118.8 Mil	\$107.9 Mil	89.2	100.3	X		
Orange County Water District	48	\$195.9 Mil	\$174.4 Mil	116.7	103.6		X	X
Big Bear Area Regional Wastewater Agency	54	\$7.1 Mil	\$6.0 Mil	91.9	100.0	X		
South Orange County Wastewater Authority	58	\$24.8 Mil	\$32.2 Mil	134.0	103.6	X		
Encina Wastewater Authority	85	\$17.5 Mil	\$37.0 Mil	121.3	102.0	X		
San Elijo Joint Powers Authority	96	\$11.5 Mil	\$12.7 Mil	138.8	101.6	X		
Sweetwater Authority	105	\$59.8 Mil	\$57.3 Mil	112.0	101.9			

Distance - Google Maps

Cost of Living/Wage Index - Economic Research Institute; March 2025

Revenues/Expenditures - CA State Controller; 2023

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Compensation Study

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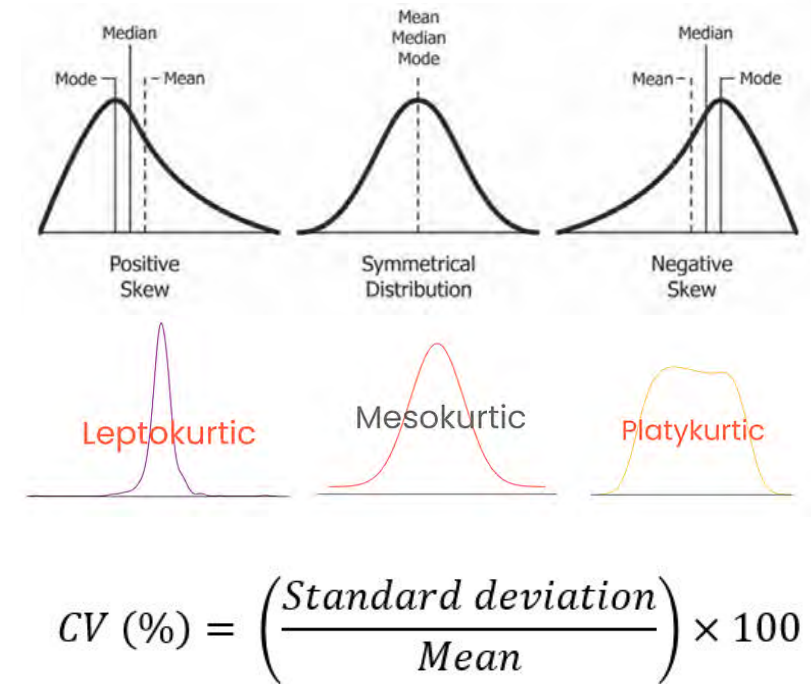
Survey Job Matching

- Consultants relied on several documents to establish job matches
 - Job descriptions
 - Organizational charts
 - Position allocation/FTEs from budget
- Primary matching criteria included
 - Key functions, duties, and roles
 - Key qualification requirements
- Job matching requires a necessarily more generic view of jobs
- Factors such as agency size may have no or limited impact on job matches
 - Not a factor for non-management jobs
 - Survey agencies are a mix different agencies, most with much a much broader and diverse mission
 - Roles such as CFO, CIO, HR aren't typically affected by size
 - While SAWPA is smaller, the nature and uniqueness of its mission, its inter-governmental role, and the complexity of its governing body may outweigh factors such as resource responsibility

Correlation of Expenditures vs.
Average Market Position
 $R^2 = .24$ – no correlation

Statistical Analysis for Validity/Reliability

- Skewness/asymmetry
 - Median/percentiles resistant to skewing impacts
- Kurtosis (peaked or flat data)
 - Typically, not a factor in compensation data
- Coefficient of variance (dispersion)
 - Up to 30% is acceptable for salary survey data
 - No survey job data exceeds 30%
- Further review of smaller sample sizes
- Internal salary relationship ties can further mitigate any market data issues



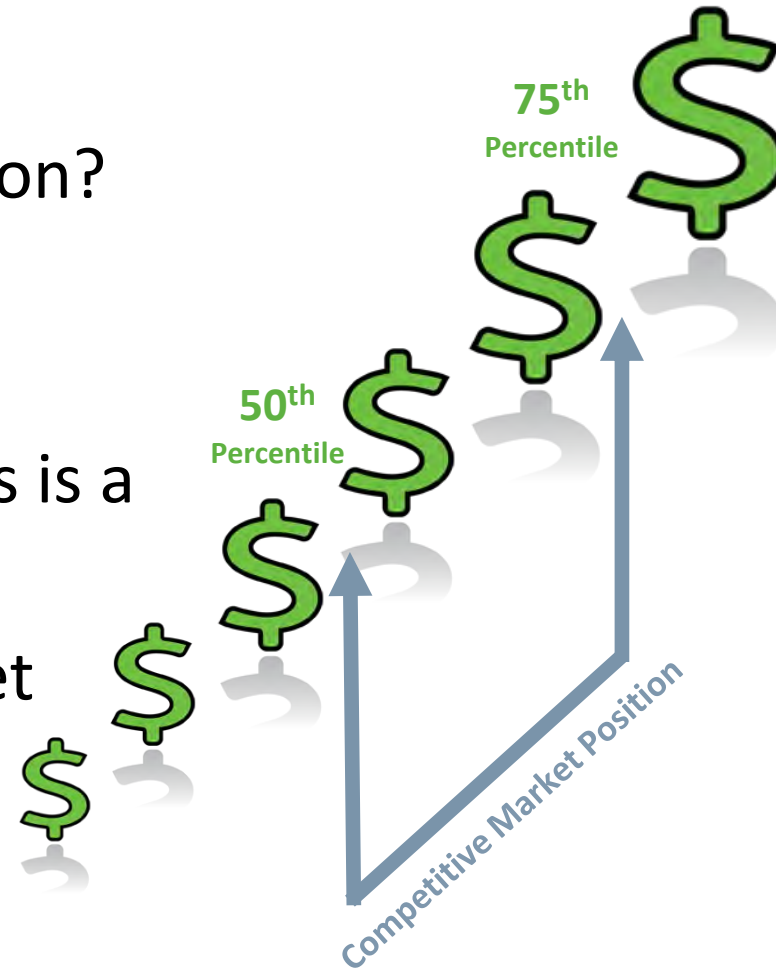
Compensation Elements Surveyed

- Salary range (comparisons based on range maximum/control point)
- Cash supplements
 - Longevity pay
 - Employer paid deferred compensation
 - EPMC (classic tier employees)
 - Bonus payments are not considered as they are performance based and not guaranteed
- Insurance benefits
 - Health (maximum employer contribution for EE+2 coverage)
 - Dental (maximum employer contribution)
 - Vision (maximum employer contribution)
- Retirement benefits
 - Employer pension contributions (classic tier)
 - Social Security/FICA (often ignored by agencies due to equal employee contribution)

Market Position

Factors

- What is the current/historical position?
- What market position best achieves recruitment and retention goals
- Ability to pay and sustain pay ranges is a potential limitation/consideration
- Most public agencies adopt a market position between the 50th and 75th percentile



Market Position Options

- Consultant provided three different market position options
 - Median/50th percentile
 - 60th percentile
 - 75th percentile
- On average, SAWPA is currently at the market 52nd percentile
- Market position is a policy decision

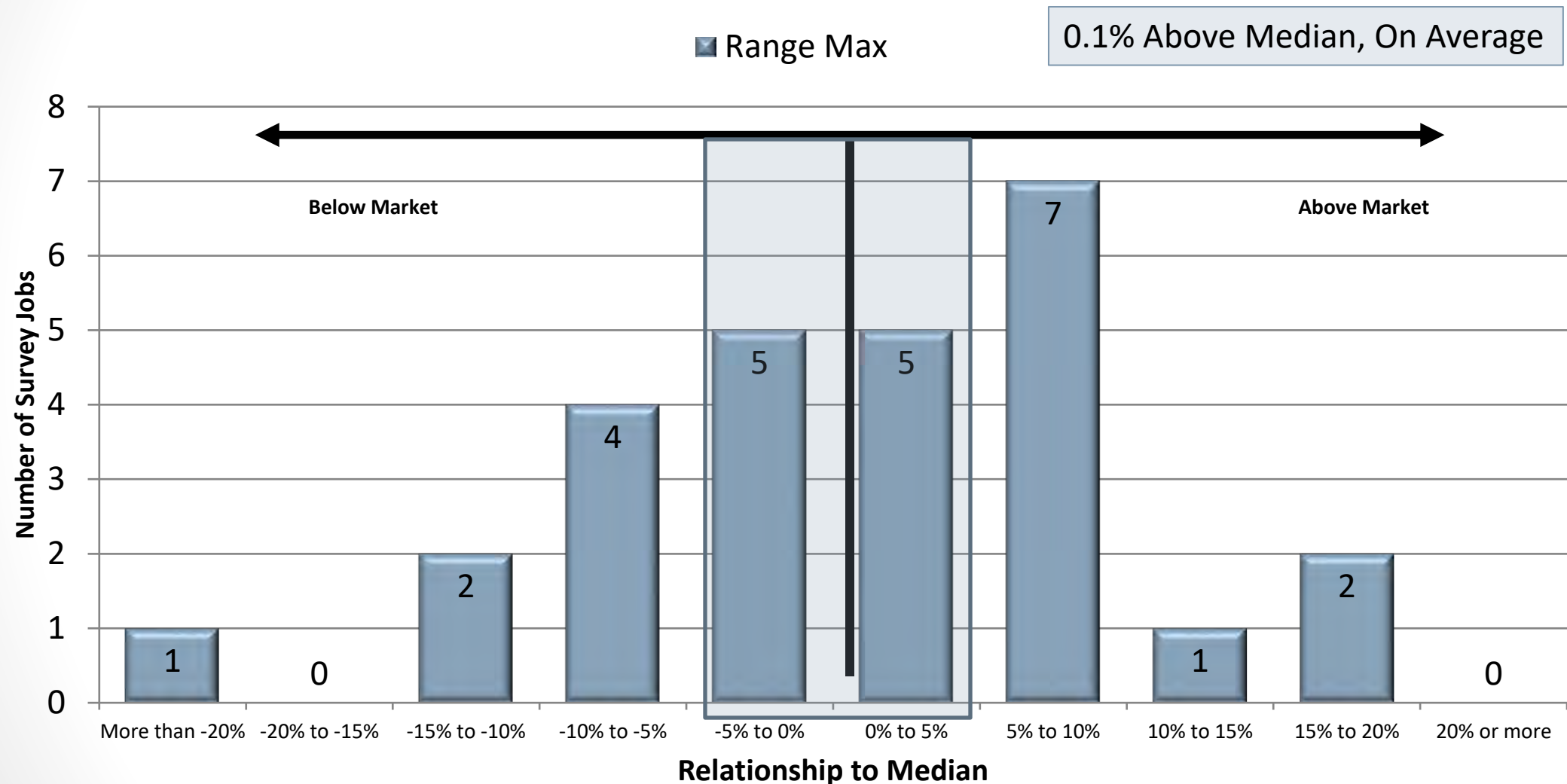
Average Percentile Rank	
San Bernardino Valley MWD	95
Western Municipal WD	73
Elsinore Valley MWD	66
South Orange County WA	55
Santa Ana WPA	54
Yorba Linda WD	53
Sweetwater Authority	48
Encina WA	44
Orange County WD	41
Water Facilities Authority	41
Cucamonga Valley WD	35
Big Bear Regional WA	33
San Elijo JPA	24
Yucaipa Valley WD	11

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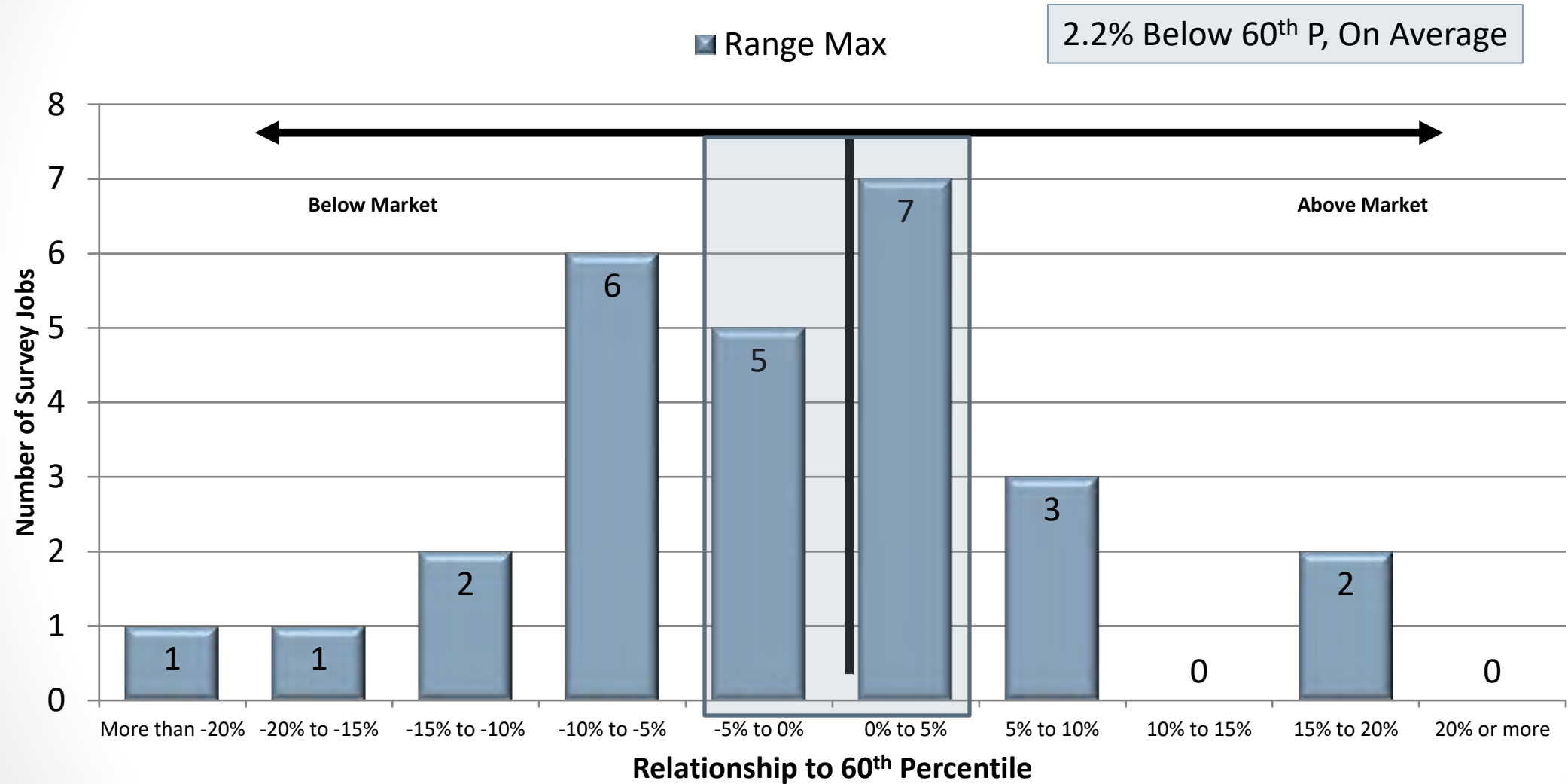
Compensation Study

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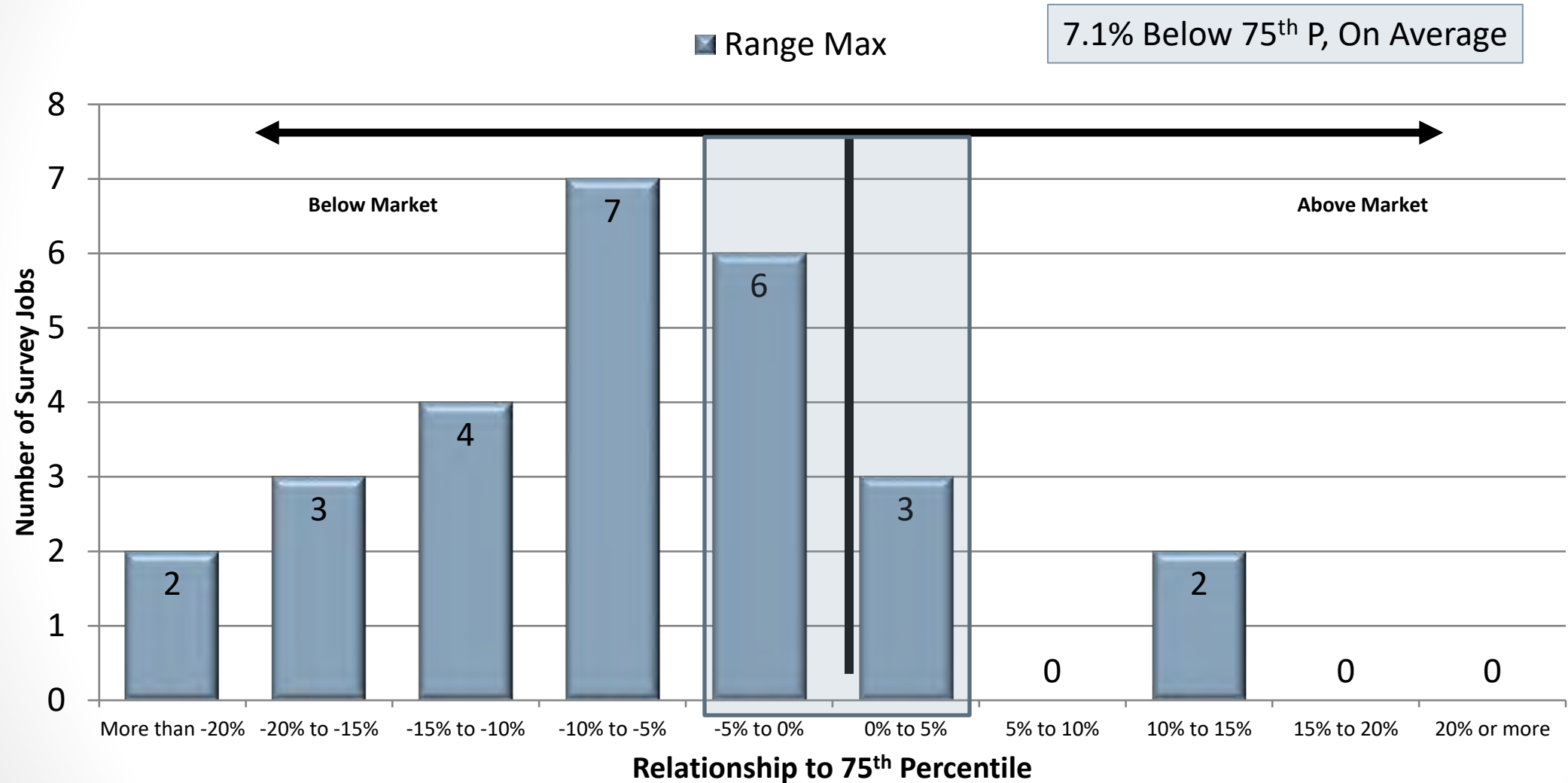
Market Summary – Base Salary, Median



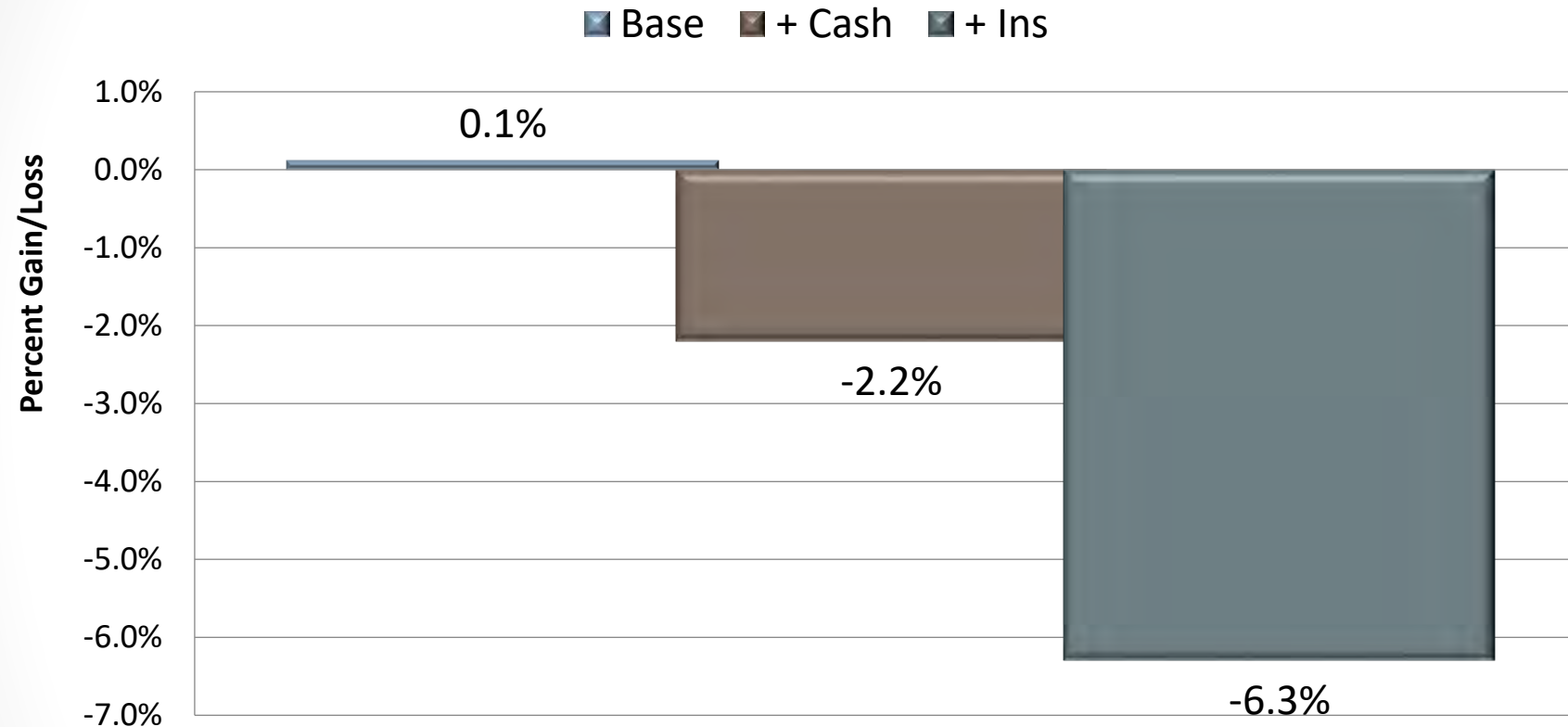
Market Summary – Base Salary, 60th P



Market Summary – Base Salary, 75th P

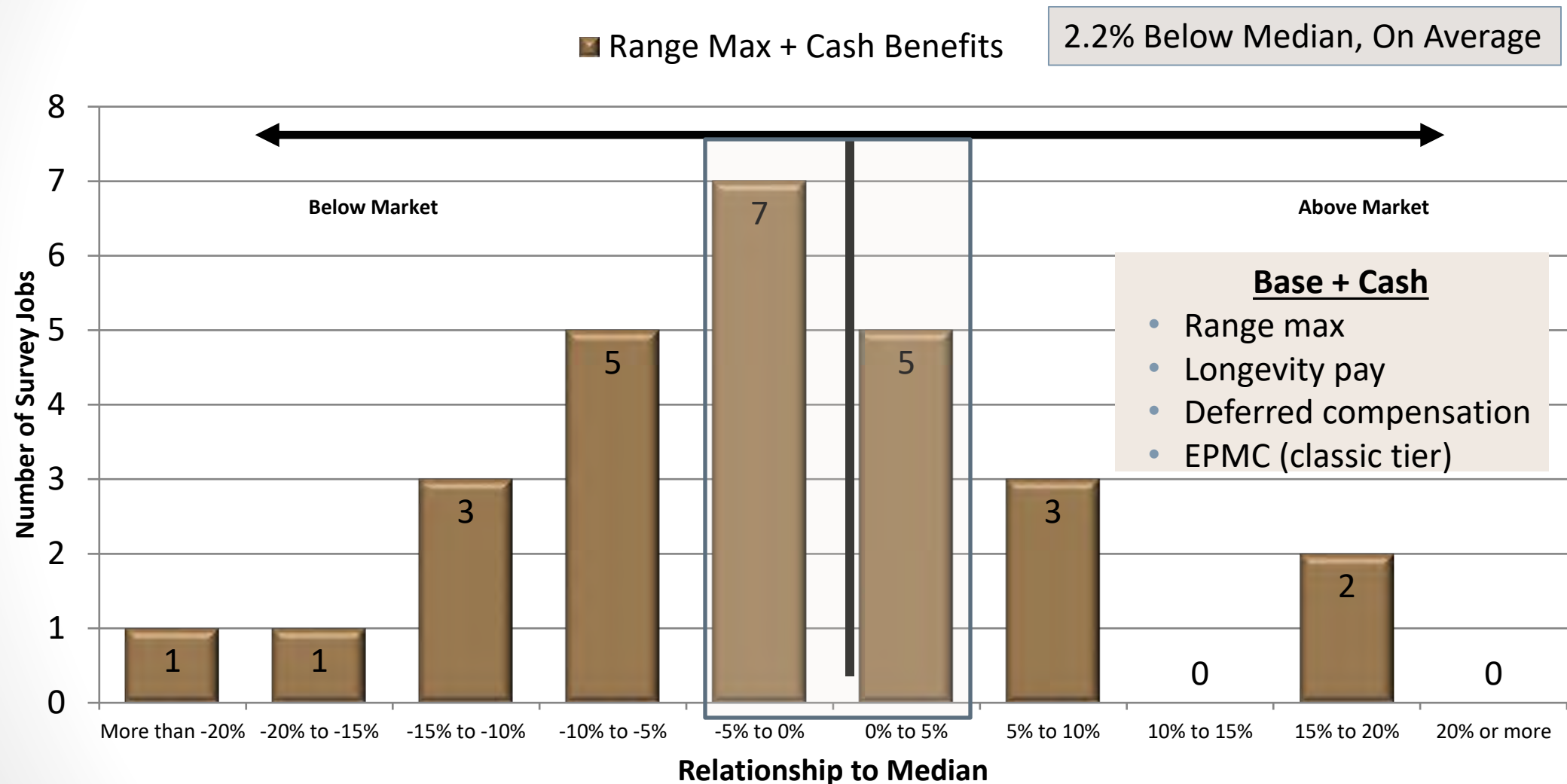


Total Compensation Analysis – Gain/Loss

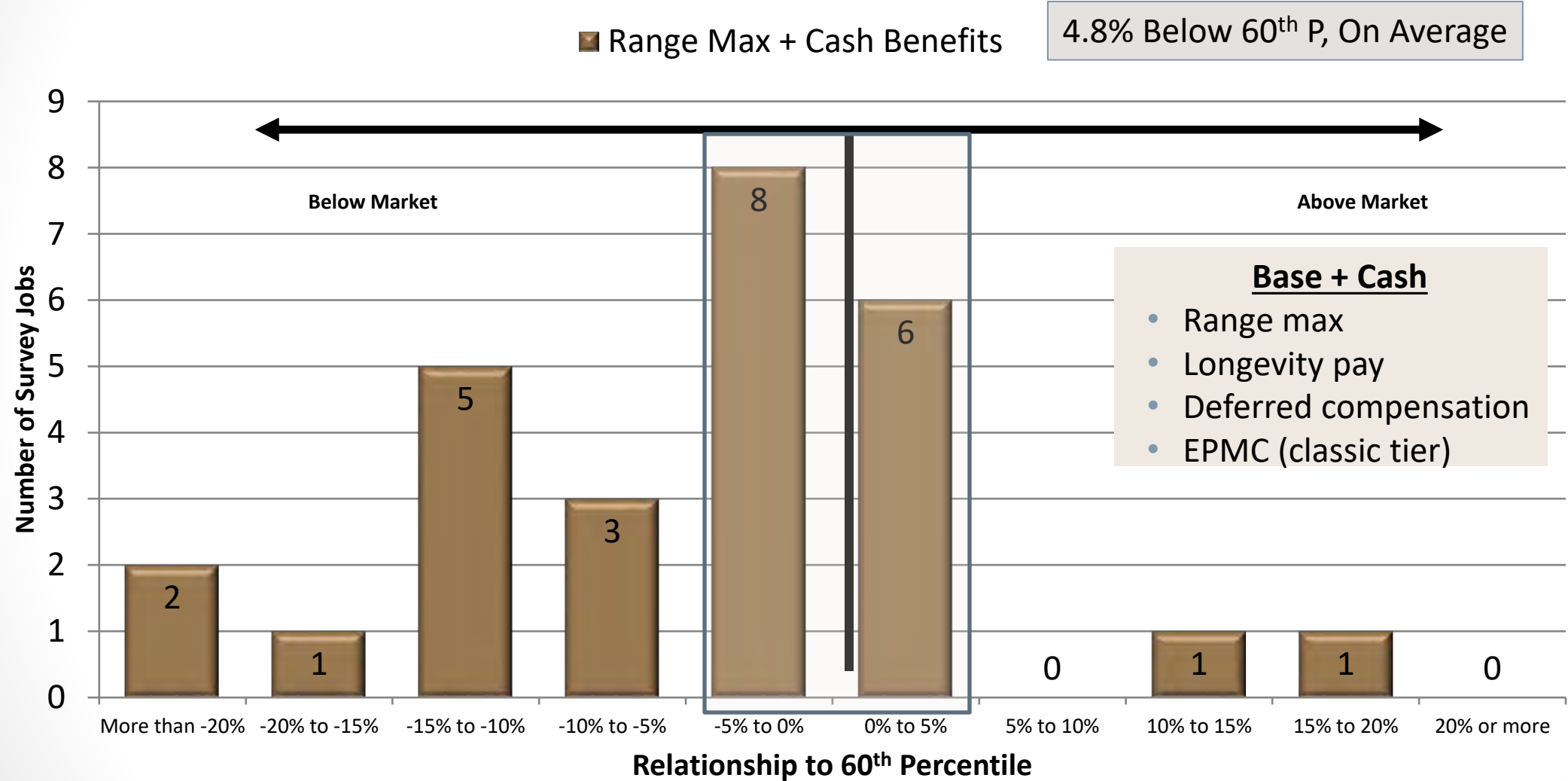


- Loss in market position due to cash benefits (longevity, deferred comp)
- Loss in market position due to lower employer paid insurance benefits (\$500 a month lower on average)

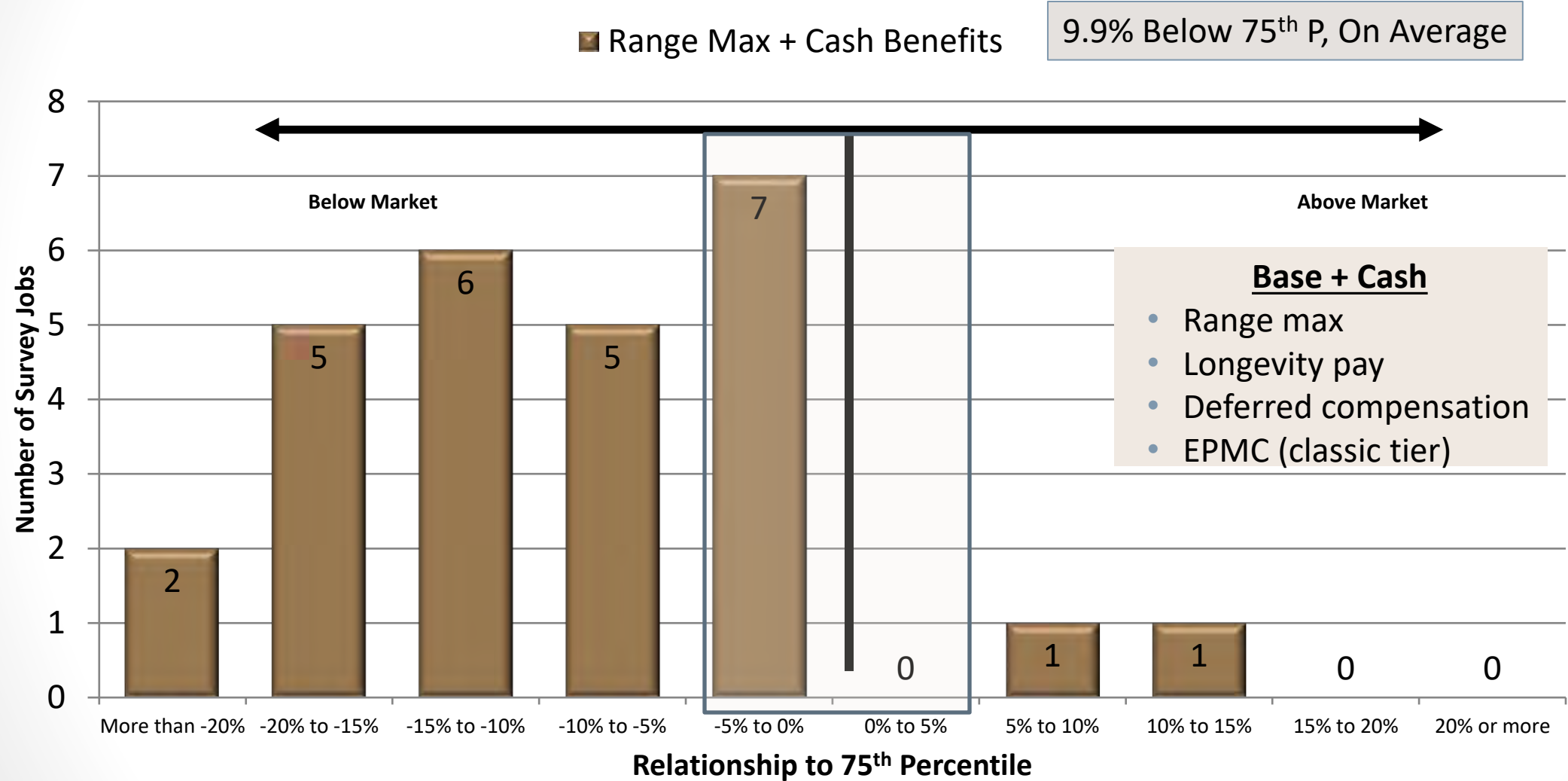
Market Summary –Salary + Cash, Median



Market Summary –Salary + Cash, 60th P



Market Summary –Salary + Cash, 75th P



Further Questions





Santa Ana Watershed Project Authority Communications Report

To: Commission
From: Emily Fuentes, Senior Communications Specialist
Subject: Communications Highlights from October 2025
Date: Nov. 4, 2025

- **50th Anniversary Planning:** Staff participated in planning for SAWPA's 50th Anniversary celebration. Preparations are underway for the commemorative video and book.
- **JCSD Fall Festival (10/4):** Staff partnered with UC Riverside to host a booth at the JCSD Fall Festival at Harada Heritage Park in Eastvale. Attendees enjoyed "Trunk or Treat," live music, and food while learning about SAWPA's Climate Adaptation and Resilience Plan (CARP) and taking the CARP survey.
- **Brunch & Learn – Building Your Benefits (10/8):** Staff hosted the monthly Brunch and Learn program. This month's program was an informational session on upcoming benefit election options and deadlines to help employees make informed choices.
- **Wild & Scenic Film Festival (10/10):** Staff hosted a CARP booth at Riverside City College's Box Theater. Participants engaged in discussions about climate resilience and participated in the CARP survey.
- **SAWPA Riverwalk (10/22):** Staff participated in SAWPA's annual Riverwalk, an 18-mile aquatic habitat survey along the Santa Ana River. Staff captured approximately 500 photos and videos for future SAWPA publications and social media.
- **Brunch & Learn – Photo Journalism (10/23):** Staff held a workshop on capturing high-quality photos and videos, empowering employees to document across the watershed.
- **Halloween Chili Bash (10/30):** Staff worked with other Administrative Services staff members to promote and host the Halloween Chili Bash. Staff shared favorite chili recipes and celebrated the holiday by dressing up for Halloween.
- **Social Media Updates:** Follow SAWPA for the latest news and updates.
 - **Instagram:** [@sawpa_water](#)
 - **LinkedIn:** [Santa Ana Watershed Project Authority](#)
 - **YouTube:** [SAWPA Tube](#)