

FAIRFIELD-SUISUN SEWER DISTRICT
SALARY AND BENEFITS SURVEY 2022

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Summary

Background

At the Executive Committee Meeting on April 25, 2022, the Executive Committee approved Fairfield-Suisun Sewer District (District) moving forward with a salary and benefits survey and study conducted internally by the Human Resources Manager.

This salary and benefits review process was precipitated by:

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

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

Summary of Findings

This report summarizes the job analysis methodologies, analytical tools, and the salary and benefits survey findings. The results of the total salary and benefits study showed that the District's benefits package overall is competitive with a few findings where modifications to salary and benefits may be beneficial to meet the goals outlined above.

Study Process

Benchmark Classifications

The study includes nine (9) benchmark classifications that were selected to collect compensation data within the defined labor market. Survey classifications that had the most consistent and useful survey data were used as “benchmarks” in building the compensation plan. Benchmark classifications are those classifications that are tied directly to market salary data during the salary setting process. These classifications are used as a means of anchoring the District’s overall compensation plan to the market. Other classifications not surveyed would be aligned using established District compensation practices.

Survey or benchmark classifications included classes that are reasonably well known, and clearly and concisely described. They are commonly used classes such that other like classes may readily be found in other agencies to ensure that sufficient compensation data will be compiled.

These benchmark classifications included:

Classification
Accountant
Administrative Specialist (Senior Office Assistant)
Associate Engineer
Electrical & Instrumentation Technician II (Journey)
Laboratory Analyst
Laboratory Manager
Maintenance Mechanic II (Journey)
Senior Engineering Technician/Inspector
Wastewater Plant Operator II (Journey)

Comparator Agencies

Another important step in conducting a salary and benefits study is the determination of appropriate agencies for comparison. In developing the list of potential comparator agencies, we first started with twenty-one (21) agencies and analyzed them based on the following factors:

- 1. Organizational type and structure** – We generally recommend that agencies of a similar size, providing similar services to that of the District be used as comparators.

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

2. **Similarity of population, staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
3. **Scope of services provided** – For the majority of classifications, it is important to select agencies providing similar services. Organizations providing the same services are ideal for comparators and most comparator agencies surveyed provide similar services to the District. Specifically, we focused on wastewater collection and treatment, environmental compliance, and capital engineering services.
4. **Labor market and geographic location** – In the reality that is today’s labor market, many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the communities they serve. The geographic labor market area, where the District may be recruiting from or losing employees to, was taken into consideration when selecting comparator organizations. Furthermore, by selecting employers within a geographic proximity to the District, the resulting labor market data generally reflects the region’s cost of living, housing costs, growth rate, and other demographic characteristics to the same extent as competing employers to the District.

All of the above elements should be considered in selecting the group of comparator agencies. Staff agreed on a list of comparator agencies, and the following twelve (12) agencies were used as comparators for the purposes of this market study:

Comparator Agencies
Central Contra Costa Sanitary District
Central Marin Sanitation Agency
City of Benicia
<i>City of Fairfield¹</i>
City of Vacaville
Delta Diablo Sanitary District
Dublin San Ramon Services District
Napa Sanitation District
Oro Loma Sanitary
Union Sanitary District
Vallejo Sanitary and Flood Control District
West County Wastewater District

Fairfield-Suisun Sewer District (FSSD) is an advanced secondary wastewater treatment plant that operates in Solano County with a typical dry weather flow of 10 to 15 million gallons per day (mgd). The District provides wastewater collection and treatment services to a 48 square mile (sq mi) service area including Fairfield, Suisun, and Travis Air Force Base. Currently FSSD has 66 approved regular full-time positions.

Comparatively, Delta Diablo Sanitation District, Napa Sanitation District, Oro Loma Sanitary District, Vallejo Flood and Wastewater District, and West County Wastewater District all have a typical flow of 10 to 20 mgd for service areas varying from 13 to 54 square miles. These Districts all provide wastewater treatment services in Napa, Alameda, Contra Costa, Marin, and Solano Counties employing 44 to 96 employees.

¹ Comparator for benefits only.

Some larger agencies in the region include Central Contra Costa Sanitary District and Dublin San Ramon Services District; both of which have classifications that conduct similar work as our classifications. Central Contra Costa has a typical flow of 40 to 54 mgd while Dublin San Ramon Service District provides potable, recycled, and wastewater services and has a typical flow of 10 mgd for its wastewater services alone. These Districts have service areas varying from 57 to 145 square miles in Alameda and Contra Costa Counties employing 131 to 281 employees.

The following cities which are within 25 radius miles from the District that provided wastewater treatment services are City of Vacaville and City of Benicia. The typical flow of these cities is 7.8 to 12 mgd within Solano County with a service area varying from 14 to 30 square miles. City of American Canyon was not included in the study as they were not responsive, and information was not available online.

City of Fairfield was incorporated into this study as a comparator for benefits only, as the District benefits were originally mirrored from the city's benefits. The city was not used for the salary portion of this study as benchmark classifications at the District would not be comparable with the city's classifications.

Salary and Benefits Data

Salary information was collected for each of the benchmarked classifications and were analyzed based of the District's exempt and nonexempt status.

Because the District offers benefits based on exempt or nonexempt status, the following information was collected for nonexempt and exempt personnel from each comparable agency. As many agencies have several bargaining agreements representing the benchmark classifications, the enhanced benefits across the different bargaining agreements were used for the purposes of this survey.

1. Monthly Base Salary: The top of the salary range and/or control point. All figures are presented on a monthly basis.

2. Employee Retirement: This includes several figures:

- **PERS:** The amount of the employee's contribution to PERS that is paid by the employer (Employer Paid Member Contribution).
- **Formula:** For purposes of this salary survey the PEPR formula was used, which is 2% at 62 if the agency participated in CalPERS; otherwise, the formula for that agency for newly hired employees was used.
- **Social Security:** If an employer participates in Social Security, then the employer contribution of 6.2% of base salary up to \$759.50 per month was reported.
- **Deferred Compensation:** Deferred compensation contributions provided to all employees of a classification taking any employee required contributions into account.
- **Other:** Any other retirement contributions made by the employer.

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

- Cafeteria/Flexible Benefit Plan
- Medical
- Dental
- Vision
- Employee Assistance Program (EAP)

- Life and Accidental Death and Dismemberment (AD&D) Insurances

4. **Leave:** Other than sick leave, which is usage-based, the number of hours off for which the employer is obligated.

- **Vacation:** The number of vacation hours available to all newly hired employees.
- **Holidays:** The number of holiday hours (including floating hours) available to employees.
- **Administrative/Personal/Other:** Administrative is normally the number of paid leave hours available to Federal Labor Standards Act (FLSA) Exempt and/or management to reward for extraordinary effort (in lieu of overtime). Personal/Other leave may also be available to augment vacation or other time off.

5. **Differentials and Allowances:** This category covers differentials which mainly apply to operations and maintenance staff working non-day shifts, as well as allowances, such as meal allowance.

6. **Standby and Call Back Pay Policies:** The policies covering compensation for when an employee is on standby and/or called back to determine if the District remain competitive in this area of compensation. While it is not an on-going cost, it is beneficial to take this into consideration for nonexempt staff to ensure the District is offering competitive compensation in these circumstances and that the District can rely on staff to respond to emergencies outside of regular business hours.

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

Data Collection

Data was collected during the months of July, August, and September 2022, through websites, conversations with human resources at each comparator agency, and careful review of agency documentation of classification descriptions, memoranda of understanding, organization charts, and other documents.

Though multiple attempts were made, we were unable to confirm the data for two districts (Union Sanitary District and Vallejo Sanitary and Flood Control District) and another agency (Delta Diablo Sanitary District) is currently going through negotiations so benefits may not be an accurate marker for market data. City of Benicia also did not respond to confirm data, so data that was available online was used.

Matching Methodology

The District does not currently have accurate and up-to-date job descriptions for all the positions in this study. While the District is finalizing job descriptions, the foundational understanding of the primary roles and functions of the positions was used to determine comparable positions across the comparator agencies.

When we research and collect data from the comparator agencies to identify possible matches for each of the benchmarked classifications, there is an assumption that we will not be able to find comparators that are 100% equivalent to the classifications at the District. Therefore, we do not match based upon job titles, which can often be misleading, but we analyze class descriptions before we consider it as a comparator. (If an agency does not have classification descriptions available for review, we will follow-up with the agency to get a better understanding of the positions.)

Our methodology is to analyze each class description and the whole position by evaluating factors such as:

- Definition and typical job functions;

- Distinguishing characteristics;
- Level within a class series (i.e. entry, experienced, journey, specialist, senior, etc.);
- Reporting relationship structure (for example, manages through lower-level staff);
- Education and experience requirements;
- The scope and complexity of the work;
- Independence of action/responsibility;
- The authority delegated to make decisions and take action; and
- The responsibility for the work of others, program administration, and for budget dollars.

In all, we were able to collect sufficient data from the comparator agencies for all nine (9) of the classifications.

Data Benchmarks

The mean (average) and median (midpoint) of the comparator agencies, as well as the % above or below the District is compared to the average and median, are reviewed throughout the survey. The mean is the sum of the comparator agencies' data divided by the number of matches. The median is the midpoint of all data with 50% of data points below and 50% of data points above. When calculating the mean and median, the District's data is included, as it is an agency within the market that is being surveyed.

For compensation analysis, to calculate the mean and median, it was required that there be a minimum of four (4) comparator agencies with matching classifications to the benchmark classification. The reason for requiring at least 4 matches is so that no one (1) classification has undue influence on the calculations.

When using survey data to make salary range recommendations and adjustments, it is recommended that median is used, rather than the mean because the median is not skewed by extremely high or low salary values (unlike the mean). However, the Board of Directors at the District gave direction that the District should follow the benchmark to be in the top three agencies in the Bay Area after a previous salary and benefits survey that was conducted in 2016.

Benefits

Further analysis of the market benefit data reveals the differences between the District's benefits versus the comparator agencies are mainly due to deferred compensation contributions and paid time off.

Deferred Compensation

Unlike pension retirement benefits, which is administered through CalPERS for the District and many of the comparator agencies, deferred compensation benefits are controlled by each of the comparator agencies. This allows for more variability between agencies and therefore provides beneficial data for the District to determine how competitive they are in the market. Below are the deferred compensation benefits that each comparator agency provides for both exempt and nonexempt positions. Contributions are typically made to either a 457 or 401(a) plan.

Exempt Deferred Compensation Analysis

Agencies	Employer Paid Contribution	Mandatory Employee Contribution
Central Contra Costa Sanitary District ¹	6.20%	0.00%
Central Marin Sanitation Agency ²	0.00%	0.00%
City of Benicia	2.00%	1.00%
City of Fairfield	9.49%	4.10%
City of Vacaville	6.00%	0.00%
Delta Diablo Sanitary District ^{3,5}	4.00%	4.00%
Dublin San Ramon Services District ^{4,5}	1.33%	1.33%
Fairfield-Suisun Sewer District ⁵	9.00%	6.00%
Napa Sanitation District ⁴	1.60%	1.60%
Oro Loma Sanitary ⁴	6.72%	0.00%
Union Sanitary District ⁴	1.63%	1.63%
Vallejo Sanitary and Flood Control District	0.00%	0.00%
West County Wastewater District	0.00%	0.00%
Median	2.00%	1.00%
Percentage Above/Below Median	7.00%	5.00%
Average	3.69%	1.51%
Percentage Above/Below Average	5.31%	4.49%

1 - In lieu of social security; contribution up to annual wage limit each year

2 - This is a reopener for negotiations in April of 2023

3 - Data may not be current when study is posted as they are currently in negotiations

4 - Approximate percentage; flat dollar contribution converted to percentage based on current Manager annual compensation of \$187,700

5 - Agency participates in Social Security

- One comparator agency (City of Fairfield) offers a 0.49% higher employer contribution than the District, with a lower mandatory employee contribution.

- 92% (11/12) of comparator agencies offer lower employer contributions than the District, regardless of employee contribution.
- 25% (3/12) of comparator agencies do not require an employee contribution.
- 25% (3/12) of comparator agencies do not offer any employer contributions towards deferred compensation.

The District employer contribution is 7% higher than the median and 5.31% higher than the average. While the mandatory employee contribution is higher (both median and average), this encourages exempt staff to make deferred compensation contributions which ultimately will benefit staff upon retirement. Dublin San Ramon and Delta Diablo are the only other Districts that participate in Social Security.

Nonexempt Deferred Compensation Analysis

Agencies	Employer Paid Contribution	Mandatory Employee Contribution
Central Contra Costa Sanitary District ¹	6.20%	6.20%
Central Marin Sanitation Agency ²	0.00%	0.00%
City of Benicia	-	-
City of Fairfield ⁴	1.76%	0.00%
City of Vacaville	1.00%	0.00%
Delta Diablo Sanitary District ^{3,5}	4.00%	4.00%
Dublin San Ramon Services District ^{4, 5}	2.10%	2.10%
Fairfield-Suisun Sewer District ⁵	2.46%	0.00%
Napa Sanitation District ⁴	1.00%	1.00%
Oro Loma Sanitary ⁴	7.00%	7.00%
Union Sanitary District ⁴	0.42%	0.42%
Vallejo Sanitary and Flood Control District	0.00%	0.00%
West County Wastewater District	0.00%	0.00%
Median	1.38%	0.21%
Percentage Above/Below Median	1.08%	-0.21%
Average	2.16%	1.73%
Percentage Above/Below Average	0.30%	-1.73%

1 - In lieu of social security; contribution up to annual wage limit each year

2 - This is a reopener for negotiations in April of 2023

3 - Data may not be current when study is posted as District was in negotiations when data was pulled

4 - Approximate percentage; flat dollar contribution converted to percentage based on current O&M Tech 3 annual compensation of \$119,143.

5 - Agency participates in Social Security

- 25% (3/12) of the comparator agencies offer a higher employer contribution; one of which does not contribute to social security and makes an employer deferred compensation contribution in lieu.
- 17% (2/12) of the comparator agencies that offer employer contributions do not require an employee contribution; both of which offer a lower employer contribution than the District, which also does not require an employee contribution.
- 33% (4/12) of the comparator agencies do not offer any employer contributions towards deferred compensation.

While there are three comparator agencies that offer a higher employer contribution for nonexempt staff, the District's contribution is 1.08% higher than the median and 0.30% higher than the average employer contribution. One of the District's offering a higher contribution, does so in lieu of Social Security, which the District contributes to in addition to deferred compensation. The fact the District does not require an employee contribution also is a factor. Dublin San Ramon and Delta Diablo are the only other comparator agencies that participate in Social Security.

Holiday Pay

The District wants to encourage a good work/life balance to ensure staff are fulfilled both at work and personally. Additionally, having a strong paid time off package is beneficial for retention and recruitment purposes. While all leaves were evaluated, only those with differentiation between comparator agencies and the District were included in this report.

Agencies	Holidays
Central Contra Costa Sanitary District	104.00
Central Marin Sanitation Agency	104.00
City of Benicia	120.00
City of Fairfield	112.00
City of Vacaville	120.00
Delta Diablo Sanitary District	112.00
Dublin San Ramon Services District	72.00
Fairfield-Suisun Sewer District	100.00
Napa Sanitation District	104.00
Oro Loma Sanitary	128.00
Union Sanitary District	112.00
Vallejo Sanitary and Flood Control District	116.50
West County Wastewater District	88.00
Median	112.00
Percentage Above/Below Median	-12.00%
Average	107.12
Percentage Above/Below Average	-7.12%

- 83% (10/12) of the comparator agencies provide more holidays and/or floating holidays; many of which have incorporated additional holidays over the years, including Juneteenth.

Many of the comparator agencies have added holidays within recent years, such as Juneteenth. The District does not celebrate specific holidays but rather offers floating holidays, so an evaluation of holiday pay was appropriate to ensure we were still competitive. The District is 12% below the median for holiday leave.

Additional Benefits

Data was collected on retiree health benefits, longevity benefits, standby and call back pay policies, as well as differentials and allowances. Based on the review of the market data for additional benefits, the differences between the District's additional benefits versus the comparator agencies are mainly due to the following:

- Longevity: 66% (8/12) of comparator agencies do not offer longevity benefits. Only 33% (4/12) of the agencies offer longevity benefits (i.e., additional pay based on achievement of specific years of service milestones like 10th, 15th, and 20th years of service).
- Certification or License Pay: 50% (6/12) of comparator agencies have established a differential for certifications and/or licenses above and beyond what is required for the classification. For example, some agencies compensate employees a 5% differential if employees have a license that is not required of the position but is relevant to the work being performed. Other agencies provide a flat monthly differential for certifications or licenses above what is required, such as a commercial drivers' license.
- Meal Allowance: 66% (8/12) of comparator agencies provide a meal allowance for employees required to work a specified number of hours past their shift or who are called in for overtime for a specified number of hours. Typically, these policies pay meal allowance after two or four hours and every four hours thereafter.
- Catastrophic Leave Program: 33% (4/12) comparator agencies have set up a program for employees to donate leave into a leave bank for eligible employees to pull from when they run out of leave accruals and are in need of additional time away from work.

Compensation

Market compensation data was pulled from comparator agencies for the benchmark classifications. Gross salary as well as adjusted total monthly compensation was analyzed to determine if any salary adjustments were recommended.

Benchmark Classifications

As a reminder, the study included nine (9) benchmark classifications.

These benchmark classifications included:

Classification
Accountant
Administrative Specialist (Senior Office Assistant)
Associate Engineer
Electrical & Instrumentation Technician (Journey)
Laboratory Analyst
Laboratory Manager
Maintenance Mechanic (Journey)
Senior Engineering Technician/Inspector
Wastewater Plant Operator II (Journey)

There is a net income table for each of the benchmark classifications below.

The tables provide a view of “net income” for an employee assuming the only deductions are from mandatory retirement contributions, pension costs, insurance costs (medical, dental, and vision), and FICA tax. The columns of the table are defined below:

- *Employee Retirement Contribution*: includes employee costs for any contributions to a deferred compensation plan that is mandatory for the employee to receive employer contributions.
- *Employee Pension Contribution*: includes mandatory employee deductions towards pension costs. The costs are percentage based and vary between agencies. This amount is capped based on maximum salary contributions set by CalPERS if the agency participates in CalPERS. The maximum salary for 2022 for agencies that participate in social security is \$134,974 and \$161,969 for agencies that do not participate in social security.
- *Employee Insurance Share*: includes any mandatory employee deductions for medical, dental, and vision assuming family coverage and participation in Kaiser HMO or equivalent. Life insurance was not included in this calculation as the costs are variable.
- *FICA Tax*: includes Medicare (1.45%) for all agencies and social security (6.2%), for those agencies that participate in social security, up to \$759.50 per month.

For the benchmark classifications, the monthly salary was combined with costs defined above to determine the *adjusted total monthly compensation*. The adjusted total monthly compensation along with the benefit markers in the section above should be considered together, as some of the benefit markers cannot be included in total compensation as they are not a benefit that is applied consistently (such as differentials or allowances).

The data from the benchmark classifications can be used to make recommendations for market equity adjustments. Any recommendations can then be applied to classifications throughout the entire series based on the District's compensation practices.

Accountant

Net Income Table

The Accountant classification is ranked highest amongst 10 agencies with comparable classifications when analyzing total monthly compensation.

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Fairfield-Suisun Sewer District	Accountant	\$11,519.73	\$691.18	\$787.35	\$0.00	\$759.50	\$9,281.70
2	Union Sanitary District	Accounting and Financial Analyst II	\$11,368.93	\$254.17	\$710.56	\$40.00	\$164.85	\$10,199.36
3	Vallejo Sanitary and Flood Control District	Accountant	\$11,336.00	\$0.00	\$765.18	\$1.00	\$164.37	\$10,405.45
4	Oro Loma Sanitary	Accountant	\$11,221.00	\$709.17	\$813.52	\$20.02	\$162.70	\$9,515.59
5	Dublin San Ramon Services District	Accountant II	\$10,771.00	\$208.33	\$727.04	\$0.00	\$759.50	\$9,076.12
6	Central Contra Costa Sanitary District	Accountant	\$10,644.40	\$659.95	\$1,219.85	\$0.00	\$154.34	\$8,610.26
7	West County Wastewater District	Accountant	\$10,297.73	\$0.00	\$695.10	\$29.77	\$149.32	\$9,423.55
8	Delta Diablo Sanitary District	Accountant	\$10,291.05	\$411.64	\$746.10	\$0.00	\$759.50	\$8,373.81
9	Napa Sanitation District	Accountant	\$9,874.80	\$100.00	\$715.92	\$0.00	\$143.18	\$8,915.69
10	City of Vacaville	Accountant II	\$8,304.40	\$0.00	\$664.35	\$334.25	\$120.41	\$7,185.38
11	City of Benicia	Accountant II	\$7,666.53	\$76.67	\$517.49	\$0.00	\$111.16	\$6,961.21
12	Central Marin Sanitation Agency	N/C						
Median			\$10,644.40					\$9,076.12
Percentage Above/Below Median			7.60%					2.21%
Average			\$10,299.60					\$8,904.37
Percentage Above/Below Average			10.59%					4.07%
Number of Matches			10					10

- The District is the top agency amongst the top three agencies surveyed for total monthly compensation.
- The District is 7.60% above median for total monthly compensation, which looks at monthly compensation alone, and 2.21% above median for adjusted total monthly compensation.

Administrative Specialist (Senior Office Assistant)

Net Income Table

The Administrative Specialist, which is the Senior Office Assistant classification retitled, is ranked sixth amongst 11 agencies with comparable classifications when analyzing total monthly compensation.

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Central Marin Sanitation Agency	Administrative Specialist II	\$9,059.87	\$0.00	\$611.54	\$0.00	\$131.37	\$8,316.96
2	Union Sanitary District	Administrative Specialist II	\$8,571.33	\$41.67	\$535.71	\$40.00	\$124.28	\$7,829.67
3	Central Contra Costa Sanitary District	Administrative Services Assistant	\$8,375.47	\$0.00	\$959.83	\$0.00	\$121.44	\$7,294.19
4	Delta Diablo Sanitary District	Administrative Assistant II	\$7,990.60	\$319.62	\$579.32	\$0.00	\$611.28	\$6,480.38
5	West County Wastewater District	Administrative Assistant	\$7,886.67	\$0.00	\$532.35	\$29.77	\$114.36	\$7,210.19
6	Fairfield-Suisun Sewer District	Administrative Specialist	\$7,858.93	\$0.00	\$550.13	\$0.00	\$601.21	\$6,707.60
7	Dublin San Ramon Services District	Administrative Assistant II	\$7,858.93	\$208.33	\$530.48	\$0.00	\$601.21	\$6,518.92
8	Oro Loma Sanitary	Administrative Support Specialist	\$7,829.00	\$494.79	\$567.60	\$20.02	\$113.52	\$6,633.06
9	Napa Sanitation District	Administrative Assistant II	\$6,846.67	\$100.00	\$496.38	\$0.00	\$99.28	\$6,151.01
10	Vallejo Sanitary and Flood Control District	Office Assistant	\$6,731.82	\$0.00	\$454.40	\$1.00	\$97.61	\$6,178.81
11	City of Vacaville	Office Assistant I	\$5,356.00	\$0.00	\$361.53	\$334.25	\$77.66	\$4,582.56
12	City of Benicia	Administrative Clerk II	\$4,546.53	\$0.00	\$306.89	\$0.00	\$65.92	\$4,173.72
Median			\$7,858.93					\$6,575.99
Percentage Above/Below Median			0.00%					1.96%
Average			\$7,409.32					\$6,506.42
Percentage Above/Below Average			5.72%					3.00%
Number of Matches			11					11

- The percentage between the top three agencies and the District for total monthly compensation is 6.16%.
- The District is at median for total monthly compensation, which looks at monthly compensation alone, and is 1.96% above median for adjusted total monthly compensation.

Associate Engineer

Net Income Table

The Associate Engineer classification is ranked second amongst 11 agencies with comparable classifications when analyzing total monthly compensation.

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Delta Diablo Sanitary District	Associate Engineer	\$14,848.01	\$593.92	\$815.47	\$0.00	\$759.50	\$12,679.12
2	Fairfield-Suisun Sewer District	Associate Engineer	\$14,277.47	\$856.65	\$787.35	\$0.00	\$759.50	\$11,873.97
3	Vallejo Sanitary and Flood Control District	Associate Engineer	\$14,275.21	\$0.00	\$911.08	\$1.00	\$206.99	\$13,156.14
4	Central Contra Costa Sanitary District	Associate Engineer	\$14,209.87	\$881.01	\$1,403.85	\$0.00	\$206.04	\$11,718.96
5	Central Marin Sanitation Agency	Associate Engineer	\$13,945.82	\$0.00	\$911.08	\$0.00	\$202.21	\$12,832.52
7	Union Sanitary District	Associate Engineer	\$13,651.42	\$254.17	\$843.59	\$40.00	\$197.95	\$12,315.72
8	Dublin San Ramon Services District	Associate Engineer	\$13,461.07	\$208.33	\$759.23	\$0.00	\$759.50	\$11,734.00
6	Oro Loma Sanitary	Associate Engineer	\$13,451.00	\$850.10	\$978.56	\$20.02	\$195.04	\$11,407.28
9	Napa Sanitation District	Associate Engineer	\$13,376.13	\$100.00	\$969.77	\$0.00	\$193.95	\$12,112.41
10	West County Wastewater District	Engineer III	\$13,209.73	\$0.00	\$911.08	\$29.77	\$191.54	\$12,077.34
11	City of Vacaville	Associate Utilities Civil Engineer	\$12,072.67	\$0.00	\$965.81	\$334.25	\$175.05	\$10,597.55
12	City of Benicia	Associate Civil Engineer	\$9,762.13	\$97.62	\$658.94	\$0.00	\$141.55	\$8,864.02
Median			\$13,556.24					\$11,975.66
Percentage Above/Below Median			5.05%					-0.86%
Average			\$13,378.38					\$11,780.75
Percentage Above/Below Average			6.30%					0.79%
Number of Matches			11					11

- The District is within the top three agencies surveyed for total monthly compensation.
- The District is 5.05% above median for total monthly compensation, which looks at monthly compensation alone, but is 0.86% below median for adjusted total monthly compensation.

Electrical & Instrumentation Technician II (Journey)

Net Income Table

The Electrical & Instrumentation Technician II (Journey) classification is ranked fourth amongst 9 agencies with comparable classifications when analyzing total monthly compensation. The table below is based on setting the top of the Electrical & Instrumentation Technician II range at the O&M Technician 4 level. There will be three levels in this series (I, II, Senior).

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Oro Loma Sanitary	Electrical & Instrumentation Technician	\$12,091.00	\$764.15	\$876.60	\$20.02	\$175.32	\$10,254.91
2	Union Sanitary District	Control Systems Specialist	\$12,063.31	\$41.67	\$753.96	\$40.00	\$174.92	\$11,052.76
3	Dublin San Ramon Services District	Instrumentation and Controls Technician II	\$11,667.07	\$208.33	\$759.23	\$0.00	\$759.50	\$9,940.01
4	Fairfield-Suisun Sewer District	Electrical & Instrumentation Technician II	\$11,386.27	\$0.00	\$787.35	\$0.00	\$759.50	\$9,839.42
5	Central Contra Costa Sanitary District	Electrical Technician	\$11,155.73	\$0.00	\$1,278.45	\$0.00	\$161.76	\$9,715.53
6	Central Marin Sanitation Agency	Electrical Instrumentation Technician III	\$10,897.47	\$0.00	\$735.58	\$0.00	\$158.01	\$10,003.87
7	Vallejo Sanitary and Flood Control District	Electrical/Instrumentation Technician	\$10,509.18	\$0.00	\$709.37	\$1.00	\$152.38	\$9,646.43
8	Delta Diablo Sanitary District	Electrical/Instrumentation Technician II	\$10,235.33	\$409.41	\$742.06	\$0.00	\$759.50	\$8,324.36
9	West County Wastewater District	Maintenance/Instrumentation Technician	\$9,273.33	\$0.00	\$625.95	\$29.77	\$134.46	\$8,483.15
10	City of Vacaville	Utility Plant Electrician II	\$9,136.40	\$0.00	\$616.71	\$334.25	\$132.48	\$8,052.97
11	City of Benicia	No Position						
12	Napa Sanitation District	No Position						
Median			\$11,026.60					\$9,777.47
Percentage Above/Below Median			3.16%					0.63%
Average			\$10,841.51					\$9,531.34
Percentage Above/Below Average			4.78%					3.13%
Number of Matches			9					9

- The percentage between the top three agencies and the District is 2.41%.
- The District is 3.16% above median for total monthly compensation, which looks at monthly compensation alone, but is 0.63% above median for adjusted total monthly compensation.

Laboratory Analyst

Net Income Table

The Laboratory Analyst classification is ranked second amongst 10 agencies with comparable classifications when analyzing total monthly compensation. The table below is based on setting the top of the Laboratory Analyst range at the O&M Technician 4 level. There will be three levels in this series (Technician, Analyst, Senior Analyst).

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Union Sanitary District*	Chemist II	\$11,762.40	\$41.67	\$735.15	\$40.00	\$170.55	\$10,775.03
2	Fairfield-Suisun Sewer District	Laboratory Analyst	\$11,386.27	\$0.00	\$787.35	\$0.00	\$759.50	\$9,839.42
3	Central Contra Costa Sanitary District*	Chemist II	\$11,207.73	\$0.00	\$1,284.41	\$0.00	\$162.51	\$9,760.81
4	Dublin San Ramon Services District	Environmental Chemist II	\$11,105.47	\$208.33	\$749.62	\$0.00	\$759.50	\$9,388.02
5	Delta Diablo Sanitary District	Chemist II	\$10,848.93	\$433.96	\$786.55	\$0.00	\$759.50	\$8,868.93
6	Central Marin Sanitation Agency	Laboratory Analyst I	\$10,472.65	\$0.00	\$706.90	\$0.00	\$151.85	\$9,613.89
7	West County Wastewater District*	Laboratory Analyst II	\$9,923.33	\$0.00	\$669.83	\$29.77	\$143.89	\$9,079.85
8	Vallejo Sanitary and Flood Control District	Lab Technician II	\$9,647.73	\$0.00	\$651.22	\$1.00	\$139.89	\$8,855.62
9	Napa Sanitation District*	Laboratory Analyst II	\$9,380.80	\$100.00	\$680.11	\$0.00	\$136.02	\$8,464.67
10	City of Vacaville	Laboratory Analyst II	\$7,746.27	\$0.00	\$522.87	\$334.25	\$112.32	\$6,776.82
11	City of Benicia	Laboratory Analyst	\$7,430.80	\$0.00	\$501.58	\$0.00	\$107.75	\$6,821.47
12	Oro Loma Sanitary	No Position						
Median			\$10,472.65					\$9,079.85
Percentage Above/Below Median			8.02%					7.72%
Average			\$10,082.94					\$8,931.32
Percentage Above/Below Average			11.45%					9.23%
Number of Matches			10					10

*Agency provides an incentive for obtaining a certification above what is required in the job description.

- The District is within the top three agencies surveyed for total monthly compensation.
- The District is 8.02% above median for total monthly compensation, which looks at monthly compensation alone, and is 7.72% above median for adjusted total monthly compensation.

Laboratory Manager

Net Income Table

The Laboratory Manager classification is ranked third amongst 7 agencies with comparable classifications when analyzing total monthly compensation.

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Central Contra Costa Sanitary District	Laboratory Program Administrator	\$16,043.73	\$994.71	\$1,403.85	\$0.00	\$232.63	\$13,412.54
2	Delta Diablo Sanitary District	Laboratory Manager	\$15,967.47	\$638.70	\$815.47	\$0.00	\$759.50	\$13,753.80
3	Fairfield-Suisun Sewer District	Laboratory Manager	\$15,641.60	\$938.50	\$787.35	\$0.00	\$759.50	\$13,156.25
4	Dublin San Ramon Services District	Laboratory and Environmental Compliance Manager	\$15,017.60	\$208.33	\$759.23	\$0.00	\$759.50	\$13,290.54
5	West County Wastewater District	Laboratory Manager	\$13,981.50	\$0.00	\$911.08	\$29.77	\$202.73	\$12,837.92
6	Union Sanitary District	Laboratory Director	\$13,934.35	\$254.17	\$843.59	\$40.00	\$202.05	\$12,594.55
7	Vallejo Sanitary and Flood Control District	Laboratory Supervisor	\$10,611.47	\$0.00	\$716.27	\$1.00	\$153.87	\$9,740.33
8	City of Vacaville	Laboratory Supervisor	\$9,963.89	\$0.00	\$797.11	\$334.25	\$144.48	\$8,688.06
9	City of Benicia	No Position						
10	Central Marin Sanitation Agency	No Position						
11	Napa Sanitation District	No Position						
12	Oro Loma Sanitary	No Position						
Median			\$14,499.55					\$12,997.09
Percentage Above/Below Median			7.30%					1.21%
Average			\$13,895.20					\$12,184.25
Percentage Above/Below Average			11.17%					7.39%
Number of Matches			7					7

- The District is within the top three agencies surveyed for total monthly compensation.
- The District is 7.30% above median for total monthly compensation, which looks at monthly compensation alone, and is 1.21% above median for adjusted total monthly compensation.

Maintenance Mechanic II (Journey)

Net Income Table

The Maintenance Mechanic II classification is ranked second amongst 11 agencies with comparable classifications when analyzing total monthly compensation. The table below is based on setting the top of the Maintenance Mechanic II range at the O&M Technician 4 level. There will be three levels in this series (I, II, Senior).

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Oro Loma Sanitary*	Mechanic II	\$11,514.00	\$727.68	\$834.77	\$20.02	\$166.95	\$9,764.58
2	Fairfield-Suisun Sewer District	Maintenance Mechanic II	\$11,386.27	\$0.00	\$787.35	\$0.00	\$759.50	\$9,839.42
3	Union Sanitary District*	Mechanic II	\$10,729.33	\$41.67	\$670.58	\$40.00	\$155.58	\$9,821.50
4	Central Marin Sanitation Agency*	Mechanical Technician III	\$10,663.77	\$0.00	\$719.80	\$0.00	\$154.62	\$9,789.34
5	Dublin San Ramon Services District*	Mechanic II	\$10,192.00	\$208.33	\$687.96	\$0.00	\$759.50	\$8,536.21
6	Central Contra Costa Sanitary District	Maintenance Technician II	\$10,150.40	\$0.00	\$1,163.24	\$0.00	\$147.18	\$8,839.98
7	Napa Sanitation District*	Equipment Maintenance Specialist II	\$10,115.73	\$100.00	\$733.39	\$0.00	\$146.68	\$9,135.66
8	Delta Diablo Sanitary District	Maintenance Mechanic II	\$9,964.93	\$398.60	\$722.46	\$0.00	\$759.50	\$8,084.38
9	Vallejo Sanitary and Flood Control District	Maintenance Mechanic II	\$9,514.75	\$0.00	\$642.25	\$1.00	\$137.96	\$8,733.54
10	West County Wastewater District*	Maintenance Technician	\$8,831.33	\$0.00	\$596.12	\$29.77	\$128.05	\$8,077.39
11	City of Benicia	Maintenance Technologist II	\$7,789.60	\$0.00	\$525.80	\$0.00	\$112.95	\$7,150.85
12	City of Vacaville	Maintenance Worker II - Field Utilities	\$6,597.07	\$0.00	\$445.30	\$334.25	\$95.66	\$5,721.86
Median			\$10,133.07					\$8,786.76
Percentage Above/Below Median			11.01%					10.70%
Average			\$9,787.43					\$8,624.56
Percentage Above/Below Average			14.04%					12.35%
Number of Matches			11					11

*Agency provides an incentive for obtaining a certification above what is required in the job description or for a special license.

- The District is within the top three agencies surveyed for total monthly compensation.
- The District is 11.01% above median for total monthly compensation, which looks at monthly compensation alone, and is 10.70% above median for adjusted total monthly compensation.

Senior Engineering Technician/Inspector

Net Income Table

The Senior Engineering Technician/Inspector classification is the highest ranked amongst 10 agencies with comparable classifications when analyzing total monthly compensation.

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Fairfield-Suisun Sewer District	Senior Engineering Technician/Inspector	\$12,287.60	\$0.00	\$787.35	\$0.00	\$759.50	\$10,740.75
2	Union Sanitary District	Construction Inspector III	\$11,197.30	\$41.67	\$699.83	\$40.00	\$162.36	\$10,253.44
3	Central Contra Costa Sanitary District	Construction Inspector	\$11,155.73	\$0.00	\$1,278.45	\$0.00	\$161.76	\$9,715.53
4	Oro Loma Sanitary	Construction Inspector	\$11,082.00	\$700.38	\$803.45	\$20.02	\$160.69	\$9,397.46
5	Delta Diablo Sanitary District	Construction Inspector	\$10,906.13	\$436.25	\$790.69	\$0.00	\$759.50	\$8,919.69
6	Napa Sanitation District	District Inspector II	\$10,618.40	\$100.00	\$769.83	\$0.00	\$153.97	\$9,594.60
7	Vallejo Sanitary and Flood Control District	Senior Engineering Technician/Inspector	\$10,543.87	\$0.00	\$711.71	\$1.00	\$152.89	\$9,678.27
8	West County Wastewater District	District Inspector	\$10,176.40	\$0.00	\$686.91	\$29.77	\$147.56	\$9,312.17
9	Dublin San Ramon Services District	Construction Inspector I	\$10,056.80	\$208.33	\$678.83	\$0.00	\$759.50	\$8,410.14
10	City of Vacaville	Public Works Construction Inspector II	\$8,727.33	\$0.00	\$589.10	\$334.25	\$126.55	\$7,677.44
11	City of Benicia	Public Works Inspector	\$7,132.67	\$0.00	\$481.46	\$0.00	\$103.42	\$6,547.79
12	Central Marin Sanitation Agency	N/C						
Median			\$10,618.40					\$9,397.46
Percentage Above/Below Median			13.58%					12.51%
Average			\$10,353.11					\$9,113.39
Percentage Above/Below Average			15.74%					15.15%
Number of Matches			10					10

- The District is within the top three agencies surveyed for total monthly compensation.
- The District is 13.58% above median for total monthly compensation, which looks at monthly compensation alone, and is 14.62% above median for adjusted total monthly compensation.

Wastewater Plant Operator II

Net Income Table

The Wastewater Plant Operator II classification is ranked second amongst 11 agencies with comparable classifications when analyzing from the perspective of total monthly compensation. The table below is based on setting the top of the Wastewater Plant Operator II range at the O&M Technician 4 level. There will be three levels in this series (I, II, Senior).

Rank	Comparator Agency	Class Title	Total Monthly Compensation	Employee Retirement Contribution	Employee Pension Contribution	Employee Insurance Share	FICA Tax	Adjusted Total Monthly Compensation
1	Oro Loma Sanitary**	Plant Operator II*	\$11,514.00	\$727.68	\$834.77	\$20.02	\$166.95	\$9,764.58
2	Fairfield-Suisun Sewer District	Wastewater Plant Operator II	\$11,386.27	\$0.00	\$797.04	\$0.00	\$759.50	\$9,829.73
3	Delta Diablo Sanitary District	Wastewater Treatment Plant Operator - Grade III	\$10,961.60	\$438.46	\$794.72	\$0.00	\$759.50	\$8,968.92
4	Central Marin Sanitation Agency**	Operator III	\$10,752.99	\$0.00	\$725.83	\$0.00	\$155.92	\$9,871.25
5	Union Sanitary District**	Plant Operator III	\$10,148.67	\$41.67	\$634.29	\$40.00	\$147.16	\$9,285.55
6	Central Contra Costa Sanitary District	Plant Operator II	\$9,911.20	\$0.00	\$1,135.82	\$0.00	\$143.71	\$8,631.66
7	Dublin San Ramon Services District**	Wastewater Treatment Plant Operator II	\$9,748.27	\$208.33	\$658.01	\$0.00	\$745.74	\$8,136.19
8	Vallejo Sanitary and Flood Control District	Operator III	\$9,652.93	\$0.00	\$651.57	\$1.00	\$139.97	\$8,860.39
9	Napa Sanitation District**	Operator II	\$9,269.87	\$100.00	\$672.07	\$0.00	\$134.41	\$8,363.39
10	West County Wastewater District**	Plant Operator	\$8,684.00	\$0.00	\$586.17	\$29.77	\$125.92	\$7,942.14
11	City of Vacaville	Wastewater Plant Operator III	\$8,571.33	\$0.00	\$578.57	\$334.25	\$124.28	\$7,534.23
12	City of Benicia	Wastewater Operator II	\$6,935.07	\$0.00	\$468.12	\$0.00	\$100.56	\$6,366.39
Median			\$9,829.73					\$8,746.03
Percentage Above/Below Median			13.67%					11.02%
Average			\$9,794.68					\$8,629.54
Percentage Above/Below Average			13.98%					12.21%
Number of Matches			11					11

*Only two levels within series; Plant Operator II most comparable amongst the two but does require some lead responsibility.

**Agency provides an incentive for obtaining a certification above what is required in the job description.

- The District is 13.67% above median for total monthly compensation, which looks at monthly compensation alone, and is 11.02% above median for adjusted total monthly compensation if set at the O&M Technician 4 salary.