



November 6, 2023

TO: Board of Directors of the Midway Heights County Water District

FROM: Shellie Anderson, Principal

SUBJECT: Midway Heights County Water District 2023 Compensation Study

**SUMMARY**

Midway Heights County Water District retained Bryce Consulting to conduct a Districtwide compensation study. Typically, compensation studies are conducted for recruitment and retention purposes, to ensure that agencies are able to recruit and keep their staff. While the District does not have retention issues, the District had a desire to review salary and benefits for like classifications to determine the competitiveness and consistency of salaries and benefits.

**DISCUSSION**

The study objectives included:

- Researching and recommending survey agencies.
- Reviewing and confirming survey parameters including survey classifications and data elements.
- Collecting and analyzing base salary and benefit data.
- Preparing and presenting a comprehensive report outlining the methodology and results.

The study included the survey agencies presented on the following page:

**TABLE 1  
SURVEY AGENCIES**

<b>Agency</b>	<b>2021 Revenues (per State Controller)</b>	<b>Number of Employees</b>	<b>Services</b>	<b>Distance</b>
<b><i>Midway Heights Water District</i></b>	<b><i>\$767,804</i></b>	<b><i>3 full time 1 part time</i></b>	<b><i>Potable water distribution and irrigation</i></b>	<b><i>---</i></b>
Butte Water District	\$1,570,000	6	Irrigation	64
City of Grass Valley	\$35,350,000	110	Water treatment and distribution, storm drains, sewer collection	28
City of Nevada City	\$9,720,000	42	Water treatment and distribution, wastewater collection and treatment	31
Foresthill Public Utility District	\$3,880,000	17	Water treatment and distribution	23
Heather Glen Community Services District	\$180,848	8 part time <b><i>(no comparable data)</i></b>	Water distribution, sewer collection and treatment, fire hydrants and streets	6
Meadow Vista County Water District	\$2,560,000	15	Water treatment and distribution	.5
North Yuba Water District	\$1,970,000	8	Irrigation and water treatment and distribution	66
Sierra Lakes County Water District	\$2,640,000	4	Water treatment, distribution and sewer	50

The consultant worked with a subcommittee of the Board to decide on the final list of survey agencies and data elements and to review the draft findings and report.

Given the variation in revenues across the survey agencies, with many having a significantly higher revenues stream than the District, the consultant recommended the 30<sup>th</sup> percentile as the point of comparison and calculated the percentage the District is from the 30<sup>th</sup> percentile for maximum base

salary, total cash (maximum base salary plus the agencies' contribution towards deferred compensation, longevity pay, up to and including year 10, and education/certification pay), and total compensation (the elements included in total cash plus the agencies' contribution towards cafeteria, health, dental, vision, life insurance, long-term disability, retiree health savings plan, Social Security, minus the employers' share of retirement paid by the employee).

For positions other than the General Manager, the District is above market for maximum base salary and total cash when compared to the 30th percentile. The District's position worsens as health benefits are included. The District contributes \$2,311 towards health care for the General Manager but only \$1,520 to the rest of the positions, while the labor market average contribution is \$2,546. For the General Manager, the District is paying 100% of the sixth (out of 13) most expensive family plan and for staff, the District pays 100% of least expensive employee plus one plan. In addition, the District pays 100% of retiree health for the General Manager and one dependent with 25 years of service and does not pay retiree health for staff positions.

### **RECOMMENDATIONS**

It is recommended that the Board of Directors receive and file the compensation study, allowing the subcommittee to explore benefit options for bringing classifications closer to market.

BRYCE  
CONSULTING

MIDWAY HEIGHTS COUNTY WATER DISTRICT  
2023 COMPENSATION STUDY REPORT

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November 2023

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## **SECTION I - PROJECT OVERVIEW**

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Bryce Consulting was retained by Midway Heights County Water District (District) to conduct a comprehensive compensation study of District classifications. This report presents the compensation survey results and includes:

- Section I      Project Overview
- Section II     Compensation Survey Parameters
- Section III    Compensation Survey Results

### **STUDY OBJECTIVES**

The study consisted of the following objectives:

- To research and recommend survey agencies.
- To review and confirm survey parameters including survey classifications and data elements.
- To collect and analyze base salary and benefit data.
- To prepare and present a comprehensive report outlining the methodology and results.

## SECTION II – COMPENSATION SURVEY PARAMETERS

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

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

### SURVEY EMPLOYERS

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

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

**LABOR MARKET**

**Table 1** displays the 8 survey agencies based on the criteria above. It should be noted that Heather Glen Community Services District has no full-time employees as the Board is responsible for the operations of the District and therefore, has no comparable data.

<b>TABLE 1 SURVEY AGENCIES</b>				
<b>Agency</b>	<b>2021 Revenues (per State Controller)</b>	<b>Number of Employees</b>	<b>Services</b>	<b>Distance</b>
<b><i>Midway Heights Water District</i></b>	<b><i>\$767,804</i></b>	<b><i>3 full time 1 part time</i></b>	<b><i>Potable water distribution and irrigation</i></b>	<b><i>---</i></b>
Butte Water District	\$1,570,000	6	Irrigation	64
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Heather Glen Community Services District	\$180,848	8 part time	Water distribution, sewer collection and treatment, fire hydrants and streets	6
Meadow Vista County Water District	\$2,560,000	15	Water treatment and distribution	.5
North Yuba Water District	\$1,970,000	8	Irrigation and water treatment and distribution	66
Sierra Lakes County Water District	\$2,640,000	4	Water treatment, distribution and sewer	50



**SURVEY LASSES**

**Table 2** provides the survey classifications.

<b>TABLE 2 SURVEY CLASSIFICATIONS</b>
General Manager
Field Operations Manager
Water Utility Maintenance Worker II
Secretary to the Board-Office Technician

**SURVEY SCOPE**

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

- Title of each comparable class
- Minimum and maximum monthly salary
- Cash add-ons to base salary including:
  - ◆ Deferred compensation contribution made by the employer
  - ◆ Longevity pay at year 10
  - ◆ Certification/Education Pay
- Employer contributions for insurances (cafeteria, health, dental, vision, life, and long-term disability)
- Social Security
- Employer contribution to Retiree Health Savings Plan
- Salary increase/Cost of living
- Retirement practices (plan, benefit, formula)
- Retiree health benefits
- Leave benefits (vacation, sick, holiday, administrative)
- Pay for performance

**SURVEY METHODOLOGY**

The survey methodology utilized by Bryce Consulting included:

- The consultant reached out to each agency to collect job descriptions, salary schedules and benefit information and followed up with the survey agencies to collect additional information and seek clarification.

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

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

For each classification using maximum base salary, total cash, and total compensation as the basis of comparison, the District's position was compared to the labor market to determine the percentage the District is above or below the labor market. Identifying an appropriate labor market posed challenges given the small size of the District. While efforts were made to identify agencies that provide similar services, are of similar size and within a similar geographic area, the majority of the agencies that were surveyed have a much larger budget than the District, with several providing additional services such as water treatment. Therefore, the 30<sup>th</sup> percentile is recommended as a point of comparison as the District does not have the same level of revenues as the labor market. The data is effective September 2023.

## SECTION III – COMPENSATION SURVEY RESULTS

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This section of the report presents the compensation survey findings including base salary, total cash, and total compensation. As indicated in the previous section, the survey involved the collection of compensation information for each of the survey classes from the labor market employers identified. **Table 3** displays the comparability for each survey classification.

TABLE 3 COMPARABILITY	
Survey Classification	Number of Comparable Classes
General Manager	4 <sup>1</sup>
Field Operations Manager	4
Water Utility Maintenance Worker II	7
Secretary to the Board-Office Technician	2

<sup>1</sup> Any changes to the salary and benefits for the General Manager are subject to contract negotiations. The data has been provided for information only.

### BASE SALARY SURVEY RESULTS

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

- Title of the District’s classification
- The District’s current maximum monthly base salary for each classification
- The labor market 30<sup>th</sup> percentile for maximum monthly base salary
- Percentage the District’s maximum base salary is above or below the 30<sup>th</sup> percentile of the labor market

TABLE 4 SUMMARY OF MAXIMUM BASE SALARY			
Survey Classification	District's Maximum Base Salary	Labor Market 30 <sup>th</sup> Percentile	% is District Is Above/Below 30 <sup>th</sup> Percentile
General Manager	\$9,576	\$11,530	-20.41%
Field Operations Manager	\$7,584	\$7,330	3.35%
Water Utility Maintenance Worker II	\$5,661	\$5,274	6.84%
Secretary to the Board-Office Technician	\$6,068	\$5,485	9.61%

### TOTAL CASH SURVEY RESULTS

Total cash represents the maximum base salary plus the agencies' contribution towards deferred compensation, longevity pay, up to and including year 10, and education/certification pay. The Secretary to the Board-Office Technician is a part-time position for the District and the incumbent does not receive benefits; however, benefits have been included for comparison purposes. **Table 5** displays how the District compares to the labor market with respect to total cash for each classification. The following data is presented:

- Title of the District's classification
- The District's current total cash for each classification
- The labor market 30<sup>th</sup> percentile for total cash
- Percentage the District's total cash is above or below the 30<sup>th</sup> percentile of the labor market

TABLE 5 SUMMARY OF TOTAL CASH			
Survey Classification	District's Total Cash	Labor Market 30 <sup>th</sup> Percentile	% is District Is Above/Below 30 <sup>th</sup> Percentile
General Manager	\$9,576	\$11,530	-20.41%
Field Operations Manager	\$7,584	\$7,395	2.50%
Water Utility Maintenance Worker II	\$5,661	\$5,582	1.39%
Secretary to the Board-Office Technician	\$6,068	\$5,485	9.61%

**TOTAL COMPENSATION SURVEY RESULTS**

Total compensation represents the elements included in total cash plus the agencies’ contribution towards cafeteria, health, dental, vision, life insurance, long-term disability, retiree health savings plan, Social Security, minus the employers’ share of retirement paid by the employee. **Table 6** displays how the District compares to the labor market with respect to total compensation. The following data is presented:

- Title of the District’s classification
- The District’s current total compensation for each classification
- The 30<sup>th</sup> percentile of the labor market for total compensation
- Percentage the District’s total compensation is above or below the 30<sup>th</sup> percentile of the labor market

<b>TABLE 6 SUMMARY OF TOTAL COMPENSATION</b>			
<b>Survey Classification</b>	<b>District’s Total Compensation</b>	<b>Labor Market 30<sup>th</sup> Percentile</b>	<b>% is District Is Above/Below 30<sup>th</sup> Percentile</b>
General Manager	\$11,887	\$13,866	-16.65%
Field Operations Manager	\$9,104	\$9,904	-8.79%
Water Utility Maintenance Worker II	\$7,181	\$8,381	-16.70%
Secretary to the Board-Office Technician	\$7,588	\$7,938	-4.61%

**RELATIONSHIP TO THE MARKET**

Overall, for positions other than the General Manager, the District is above market for maximum base salary and total cash when compared to the 30th percentile. The District’s position worsens as health benefits are included. The District contributes \$2,311 towards health care for the General Manager but only \$1,520 to the rest of the positions, while the labor market average contribution is \$2,546. For the General Manager, the District is paying 100% of the sixth (out of 13) most expensive family plan and for staff, the District pays 100% of least expensive employee plus one plan. In addition, the District pays 100% of retiree health for the General Manager and one dependent with 25 years of service and does not pay retiree health for staff positions.

Should the District want to improve its position with respect to total compensation, it may want to consider a higher contribution towards health insurance for employees or switch to a cafeteria plan, such as Butte Water District and Grass Valley, with a higher contribution so that the employee may determine which benefits are most valuable to him or her including health, dental, vision, and/or life insurance. At this time, the District does not contribute to dental, vision, life insurance or long-term disability.

## **MISCELLANEOUS DATA – APPENDIX B**

Appendix B provides the miscellaneous data that was collected including cost of living, retirement practices, retiree health benefits, leave benefits, and pay for performance. It should be noted that the General Manager has a take-home vehicle with District purchased fuel, which has not been factored in.

### **TABLE 1 – APPENDIX B – SALARY INCREASE/COST OF LIVING**

The District last received a cost-of-living increase in July 2023 in the amount of 5%. The District's next increase is scheduled for July 2024 ranging from 2% to 5% based on the CPI.

Four agencies also received an increase in 2023 ranging from 4% to 7%. One of the survey agencies will review salaries in December, with a potential increase and one will receive an increase of 4% in July 2024. Five of the agencies are not scheduled to receive an increase at this time.

### **TABLE 2 – APPENDIX B – RETIREMENT PRACTICES**

The District has a CalPERS retirement plan with a benefit of 2% @ 60 and formula of Highest Three Year Average for Classic tier employees.

Four of the survey agencies have a CalPERS retirement plan with two having a benefit of 2% @ 60, one with a benefit of 2.5% @ 55, and one with a benefit of 3% @ 60. Three have a formula of Single Highest Year and one has a formula of Highest Three Year Average. Three of the agencies have a defined contribution plan.

### **TABLE 3 – APPENDIX B – RETIREE HEALTH**

The District contributes the PEMHCA minimum to retiree health for staff, as required when health benefits are through CalPERS. For the General Manager, the District contributes 100% of the premium with 25 years of service.

Three of the survey agencies do not contribute to retiree health, one contributes the PEMHCA minimum, one contributes the PEMHCA minimum with an additional \$250 per month at 25 years of service, and one contributes 50% of the premium with 10 years of service with an additional 5% with each year of service beyond 10 years. Up to 100% of the premium.

### **TABLES 4 AND 5 – APPENDIX B – LEAVE BENEFITS**

With respect to vacation, the District provides 80 hours with 1 year of service; 120 hours with 5 years of service; 136 hours with 10 years of service; 160 hours with 15 years of service; and 160 with 20 years of service. The District provides 12 days of sick leave and 13 holidays. Administrative leave may be awarded with exceptional performance.

The labor market average for vacation is 86 hours at year 1; 109 hours at year 5; 135 hours at year 10; 161 hours at year 15; and 174 hours at year 20. All but one agency also provides 12 days of sick leave and the labor market average for holidays is 13. One agency provides the General Manager with 80 hours of administrative leave.

**TABLE 6 – APPENDIX B – PAY FOR PERFORMANCE**

With respect to pay for performance, the District provides an annual step increase to employees who earn a satisfactory performance review. The General Manager has the discretion, supported by an Employee Performance Evaluation, to provide a two-step wage increase to employees that have sustained exceptional performance. Salary wage steps for the General Manager may be accelerated upon approval by the Board of Directors. The General Manager also has the discretion to grant administrative leave of no more than 40 hours per employee, per calendar year to employees that have exhibited exceptional performance.

With respect to the survey agencies, four of the responding agencies do not provide pay for performance. For the remaining agencies, the policies vary with the details provided in Table 6 of Appendix B.

## **APPENDIX A**

### **DETAILED MARKET DATASHEETS**



Midway Heights County Water District  
Total Compensation Study  
9/2023

Survey Classification	30th Percentile									Comparability
	Base Salary			Total Cash			Total Compensation			
	Midway Heights County Water District Maximum Base Salary	Labor Market 30th Percentile Base Salary	% Midway Heights County Water District Is Above or Below Labor Market 30th Percentile	Midway Heights County Water District Total Cash	Labor Market 30th Percentile Total Cash	% Midway Heights County Water District Is Above or Below Labor Market 30th Percentile	Midway Heights County Water District Total Compensation	Labor Market 30th Percentile Total Compensation	% Midway Heights County Water District Is Above or Below Labor Market 30th Percentile	
General Manager	\$9,576	\$11,530	-20.41%	\$9,576	\$11,530	-20.41%	\$11,887	\$13,866	-16.65%	4
Field Operations Manager	\$7,584	\$7,330	3.35%	\$7,584	\$7,395	2.50%	\$9,104	\$9,904	-8.79%	4
Water Utility Maintenance Worker II	\$5,661	\$5,274	6.84%	\$5,661	\$5,582	1.39%	\$7,181	\$8,381	-16.70%	7
Secretary to the Board-Office Technician	\$6,068	\$5,485	9.61%	\$6,068	\$5,485	9.61%	\$7,588	\$7,938	-4.61%	2
		<b>Average</b>	<b>-0.15%</b>		<b>Average</b>	<b>-1.73%</b>		<b>Average</b>	<b>-11.69%</b>	

**APPENDIX B**

**MISCELLANEOUS DATA**

**Appendix B - Table 1  
Salary Increase/Cost of Living Information**

Survey Agency	Last Salary Increase/COLA – Date/Amount)	Next Salary Increase/COLA – Date/Amount)
<b>Midway Heights County Water District</b>	<b>7/2023 - 5%</b>	<b>7/2024 - 2% - 5% CPI Based</b>
Butte Water District	12/2022 - 6%	Salaries reviewed in December- Amount TBD and varies by class
City of Grass Valley	7/2023 - 3% + various equity increases	None Scheduled
City of Nevada City	7/2023 - 4%	7/2024 - 4%
Foresthill Public Utility District	2/2020 - 5%	None Scheduled
Heather Glen Community Services District	NA- No Comparable Matches	
Meadow Vista County Water District	7/2023 - amount varied by class	None Scheduled
North Yuba Water District	7/2022 - 3.25%	None Scheduled
Sierra Lakes County Water District	7/2023 - 7%	None Scheduled

**Appendix B - Table 2  
Retirement Practices  
(Classic Members)**

<b>Survey Agency</b>	<b>Retirement Agency</b>	<b>Retirement Benefit (Misc.)</b>	<b>Retirement Formula (Misc.)</b>	<b>Employer Contribution (23/24)</b>
<i>Midway Heights County Water District</i>	<i>CalPERS</i>	<i>2% @ 60</i>	<i>Highest 3 Years</i>	<i>11.32%</i>
Butte Water District	Not a PERS Agency			Employer contributes 10% into retirement account for General Manager  Employer contributes 8% into retirement account for all other staff
City of Grass Valley	CalPERS	2.5% @ 55	Single Highest Year	14.06%
City of Nevada City	CalPERS	2% @ 60	Single Highest Year	10.66%
Foresthill Public Utility District	CalPERS	3% @ 60	Single Highest Year	16.44%
Heather Glen Community Services District	NA- No Comparable Matches			
Meadow Vista County Water District	Not a PERS Agency			Employer contributes 10% into a SEP IRA
North Yuba Water District	Not a PERS Agency			Employer contributes 10% into deferred compensation
Sierra Lakes County Water District	CalPERS	2% @ 60 (However, all EEs are PEPRA)	Highest 3 Years	10.10%

**Appendix B - Table 3  
Retiree Health Practices**

<b>Agency</b>	<b>Retiree Health Savings Account Contribution</b>	<b>Agency Monthly Contribution for Retiree</b>	<b>Agency Monthly Contribution for Retiree + 1</b>	<b>Agency Monthly Contribution for Retiree + 2</b>	<b>Vesting</b>
<i>Midway Heights County Water District</i>	\$0	<i>Staff PEMHCA Minimum  General Manager 100% with 25 years</i>	<i>Staff No Additional Contribution  General Manager 100% with 25 years</i>	<i>Staff No Additional Contribution  General Manager No Additional Contribution</i>	<i>Staff 10 years with PERS; 5 years with Agency  General Manager 25 years</i>
Butte Water District	\$0	\$0	\$0	\$0	\$0
City of Grass Valley	\$0	PEMHCA Minimum  + \$250/month with 25 years	No Additional Contribution	No Additional Contribution	10 years with PERS; 5 years with Agency  25 years for additional \$250/month
City of Nevada City	\$0	\$0	\$0	\$0	\$0
Foresthill Public Utility District	\$0	\$300 with 20 years of service	\$400 with 20 years of service	No additional contribution	20 years
Heather Glen Community Services District	NA- No Comparable Matches				
Meadow Vista County Water District	\$0	PEMHCA Minimum	No Additional Contribution	No Additional Contribution	10 years with PERS; 5 years with Agency
North Yuba Water District	\$0	\$0	\$0	\$0	\$0
Sierra Lakes County Water District	\$0	PERS Vesting Schedule 10 years= 50%, + 5% for each additional year of service, to a max of 100% with 20 years of service	PERS Vesting Schedule 10 years= 50%, + 5% for each additional year of service, to a max of 100% with 20 years of service	No Additional Contribution	10 years

**Appendix B - Table 4  
Vacation Leave**

<b>Agency</b>	<b>Year 1 Annual Accrual</b>	<b>Year 5 Annual Accrual</b>	<b>Year 10 Annual Accrual</b>	<b>Year 15 Annual Accrual</b>	<b>Year 20 Annual Accrual</b>	<b>Max Accrual</b>
<b><i>Midway Heights County Water District</i></b>	<b><i>80</i></b>	<b><i>120</i></b>	<b><i>136</i></b>	<b><i>160</i></b>	<b><i>160</i></b>	<b><i>320 hours</i></b>
Butte Water District	96	96	120	120	144	5 days (40 hours)
City of Grass Valley	88	128	164	164	176	320 hours
City of Nevada City	80	120	120	200	200	320 hours
Foresthill Public Utility District	80	120	120	160	160	2x annual accrual for a max of 320 hours
Heather Glen Community Services District	NA-No Comparable Matches					
Meadow Vista County Water District	80	80	120	160	200	600 hours
North Yuba Water District	80	120	180	180	180	240 hours
Sierra Lakes County Water District	96	96	120	144	160	160 hours
<b><i>AVERAGE</i></b>	<b><i>86</i></b>	<b><i>109</i></b>	<b><i>135</i></b>	<b><i>161</i></b>	<b><i>174</i></b>	<b><i>285</i></b>

**Appendix B - Table 5  
Sick Leave, Holidays, and Administrative Leave**

<b>Agency</b>	<b>Sick Leave Annual Accrual</b>	<b>Sick Leave Max Accrual</b>	<b>Holidays (number of holidays + floating per year)</b>	<b>Administrative or Management Leave (number of hours per year)</b>
<b><i>Midway Heights County Water District</i></b>	<b>12</b>	<b>122 days</b>	<b>10 + 3 = 13</b>	<b><i>Administrative Leave-only for exceptional performance</i></b>
Butte Water District	12	120 days	11 + 0 = 11	0
City of Grass Valley	12	Unlimited	11 + 3 = 14	0
City of Nevada City	12	Unlimited	12 + 2 = 14	0
Foresthill Public Utility District	12	Unlimited	11 + 2 = 13	0
Heather Glen Community Services District	NA- No Comparable Matches			
Meadow Vista County Water District	12	600 hours	11 + 1 = 12	General Manager 80 hours  Others 0
North Yuba Water District	13	480 hours	13 + 0 = 13	0
Sierra Lakes County Water District	12	12 days	9 + 2 = 11	0
<b><i>AVERAGE</i></b>	<b>12</b>		<b>13</b>	

**Appendix B - Table 6  
Pay for Performance**

Survey Agency	Pay for Performance Policies
<p><b>Midway Heights County Water District</b></p>	<p><i>The policy of the District to provide an annual step increase to employees who earn a satisfactory performance review. The General Manager has the discretion, supported by an Employee Performance Evaluation, to provide a two-step wage increase to employees that have sustained exceptional performance. Salary wage steps for the General Manager may be accelerated upon approval by the Board of Directors.</i></p> <p><i>The General Manager has the discretion to grant administrative leave of no more than 40 hours per employee, per calendar year to employees that have exhibited exceptional performance. Administrative leave shall be accounted for separately from regular earned vacation leave and must be taken within 12 months of the award date.</i></p>
<p>Butte Water District</p>	<p>Each December Board reviews salaries and can authorize bonus. No set amounts and can vary by classification.</p>
<p>City of Grass Valley</p>	<p>Administrative Distinction Pay – An Employee is eligible to receive Administrative Distinction pay once every other year under the following conditions: a) Employee has been at the fifth (E) step of his/her salary range for two or more years; b) Employee has received two consecutive “exceeds expectations” performance appraisals; c) Employee has not received documented written reprimand or disciplinary action during the same two year period; d) Employee’s Department Head recommends award documenting the Employee’s contribution to or achievement on behalf of the City; e) Approval of the City Manager; f) Upon approval, Employee receives a lump sum gross check equivalent to 2.5% of his/her regular yearly base pay.</p>
<p>City of Nevada City</p>	<p align="center">None</p>
<p>Foresthill Public Utility District</p>	<p align="center">None</p>
<p>Heather Glen Community Services District</p>	<p align="center">NA-No Comparable Matches</p>
<p>Meadow Vista County Water District</p>	<p>No additional pay is offered. However, individual salary raises may be given during the year at the General Manager’s discretion, if deemed warranted.</p> <p>The amount of employee compensation is based on two key principles: pay for performance, meaning that superior performance will receive greater compensation; and, program flexibility, meaning that management has the flexibility to pay employees according to performance levels rather than being limited to narrow salary ranges based on a job title. With this flexibility, compensation can be used as powerful communication and management tool. For new hires, factors considered in establishing base salary rate are education, previous work experience, position, grade level, and other relevant factors. For existing employees adjustments to base salary generally occur as a result of performance evaluation, promotion, significant increase or decrease in job responsibilities, business circumstances and other relevant factors. The</p>



**Appendix B - Table 6  
Pay for Performance**

Survey Agency	Pay for Performance Policies
	<p>District has adopted and will maintain a salary/wage plan with certain salary/wage increases for each regular employment position. Each salary/wage range may include two or more salary/wage steps. At least once per year, the Manager will review the salary/wage plan and make recommendations to the Board for any appropriate changes i.e., Cost of Living increases. Upon such recommendation, the Board periodically may amend the district plan. Except as otherwise provided by the Board, regular employees will be employed at the first step of the salary range for their particular employment position. Salary increases require Board approval. Upon successful completion of the probationary period, an employee will be considered for advancement to the next salary/wage step. Thereafter, on an annual basis and in connection with an employee's performance evaluation, the Manager will consider whether a salary/wage increase is appropriate and make a recommendation to the Board. Salary/wage increases will not be automatic but will be given only upon approval of the Board based on merit and performance. Merit increases, if any, are given based on performance and in accordance with current District business and financial circumstances. Ordinarily, salary/wage increases will not occur until after the employee has served at a step for a period of at least 12 months.</p>
<p align="center">North Yuba Water District</p>	<p align="center">None</p>
<p align="center">Sierra Lakes County Water District</p>	<p align="center">None</p>