



# PALMDALE WATER DISTRICT

A CENTURY OF SERVICE

## BOARD OF DIRECTORS

W. SCOTT KELLERMAN  
Division 1

DON WILSON  
Division 2

GLORIA DIZMANG  
Division 3

KATHY MAC LAREN-GOMEZ  
Division 4

VINCENT DINO  
Division 5

DENNIS D. LaMOREAUX  
General Manager

ALESHIRE & WYNDER LLP  
Attorneys

February 2, 2023

**AGENDA FOR A MEETING  
OF THE PERSONNEL COMMITTEE  
OF THE PALMDALE WATER DISTRICT  
TO BE HELD AT 2029 EAST AVENUE Q, PALMDALE  
OR VIA TELECONFERENCE**  
**Committee Members: Kathy Mac Laren-Gomez-Chair, Scott Kellerman**

**FOR THE PUBLIC: VIA TELECONFERENCE ONLY**  
**DIAL-IN NUMBER: 571-748-4021 ATTENDEE PIN: 726-827-134#**  
**Submit Public Comments at: <https://www.gomeet.com/726-827-134>**

**MONDAY, FEBRUARY 6, 2023  
7:30 a.m.**

NOTE: To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Danielle Henry at 661-947-4111 x1059 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale (Government Code Section 54957.5). Please call Danielle Henry at 661-947-4111 x1059 for public review of materials.

**PUBLIC COMMENT GUIDELINES:** The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to carry out its meeting will not be permitted, and offenders will be requested to leave the meeting. (PWD Rules and Regulations, Appendix DD, Sec. IV.A.)

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

- 1) Roll call.
- 2) Adoption of agenda.
- 3) Public comments for non-agenda items.
- 4) Action Items: (The public shall have an opportunity to comment on any action item as each item is considered by the Committee prior to action being taken.)



- 4.1) Consideration and possible action on approval of minutes of meeting held October 12, 2022.
- 4.2) Consideration and possible action on a recommendation to reorganize the Finance Department by replacing one position and adding another position to the Organization Chart. (No Budget Impact – Human Resources Director Barragan-Garcia)
- 4.3) Consideration and possible action on a recommendation to approve the 2022 Salary Survey. (Budgeted 2023 – Human Resources Director Barragan-Garcia)
- 4.4) Consideration and possible action to approve a contract with Culture Amp as a platform for conducting employee surveys. (\$4,320.00/Year – Budgeted – Budget Item No. 1-02-5070-007 - Human Resources Director Barragan-Garcia)
- 5) Reports.
  - 5.1) Human Resources Director Barragan-Garcia:
    - a) Update on employee events.
    - b) Other.
- 6) Board members' requests for future agenda items.
- 7) Date of next Committee meeting.
- 8) Adjournment.



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DENNIS D. LaMOREAUX,  
General Manager

DDL/dh

**P A L M D A L E   W A T E R   D I S T R I C T**  
**B O A R D   M E M O R A N D U M**

**DATE:** February 1, 2023 **February 6, 2023**  
**TO:** PERSONNEL COMMITTEE **Committee Meeting**  
**FROM:** Ms. Angelica Barragan-Garcia, Human Resources Director  
**VIA:** Mr. Dennis D. LaMoreaux, General Manager  
**RE:** ***AGENDA ITEM NO. 4.2 – CONSIDERATION AND POSSIBLE ACTION ON A RECOMMENDATION TO REORGANIZE THE FINANCE DEPARTMENT BY REPLACING ONE POSITION AND ADDING ANOTHER POSITION TO THE ORGANIZATION CHART. (NO BUDGET IMPACT – HUMAN RESOURCES DIRECTOR BARRAGAN-GARCIA)***

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**Recommendation:**

Staff recommends that the Committee recommend that the full Board approve revisions to the Finance Department that include the elimination of the Customer Finance Supervisor position, replacing it with the Accounting Technician position, and adding a second Management Analyst position to be filled mid-year. The Accounting Technician position has been budgeted at salary range 23.

**Alternative Options:**

The Committee can choose to not recommend these revisions as outlined and consider a portion of the recommended changes to the full Board.

**Impact of Taking No Action:**

The position of the Customer Finance Supervisor position would be advertised to be filled.

**Background:**

The current Customer Finance Supervisor has recently retired. This position supervised two individuals that oversee billing and collection processing. In reviewing the workload of this position and the supervisory load levels, it would be better to change the position into an entry level accounting position and a mid-level Management Analyst position for better succession planning. The current Accounting Supervisor would then oversee a total of eight personnel that includes supervising the billing and collection processes.

The newly created Accounting Technician position would assume a portion of the basic work that the Customer Finance Supervisor is performing along with entry level accounting duties including

payment processing, financial data entry, and spreadsheet analysis under the guidance of the Accounting Supervisor. This position would also serve as backup for the Customer Account Technicians when those individuals are out for vacation and/or sickness.

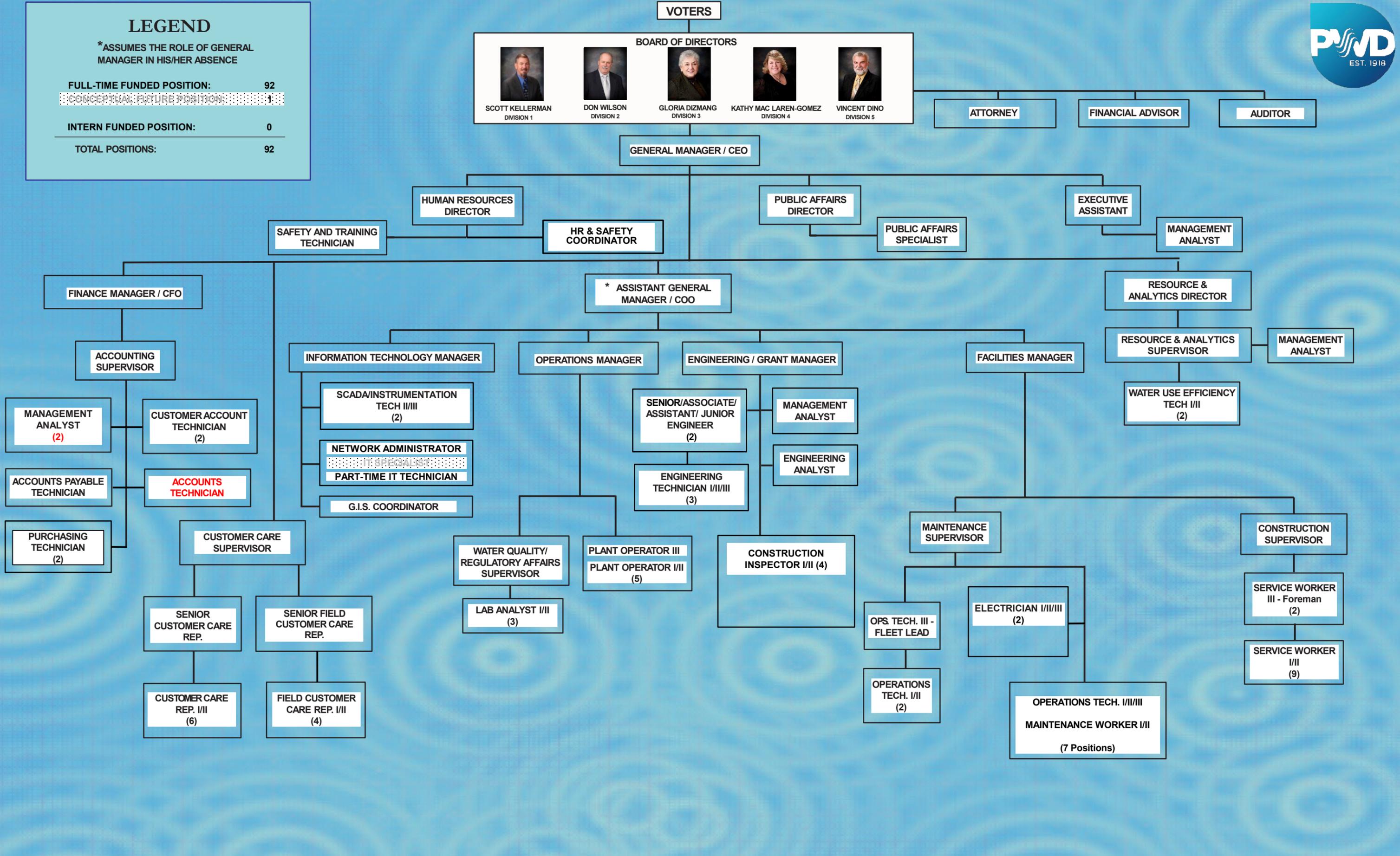
The second Management Analyst position would assume the same job duties as the current Management Analyst. This would allow the Finance Department to develop two advanced accounting positions to manage both current and future workload. This would also provide the option of having two individuals that could assume some of the tasks currently being performed by the Accounting Supervisor. This would be the first step in developing succession planning for the Accounting Supervisor position internally. The second Management Analyst position would be added to the organization chart but not filled until mid-year as defined in the 2023 Budget.

**Supporting Documents:**

- Organization Chart revision
- Existing Management Analyst job description
- Newly created Accounting Technician job description



LEGEND	
*ASSUMES THE ROLE OF GENERAL MANAGER IN HIS/HER ABSENCE	
FULL-TIME FUNDED POSITION:	92
CONCEPTUAL/FUTURE POSITION:	1
INTERN FUNDED POSITION:	0
TOTAL POSITIONS:	92



**PALMDALE WATER DISTRICT ORGANIZATIONAL STRUCTURE**

PROPOSED JAN. 2023

MANAGEMENT ANALYST - FINANCE

FLSA Status: Non-Exempt

JOB SUMMARY

To perform technical level administrative and/or financial related duties in assistance to the Finance Department; to research, collect, and analyze data and prepare draft reports; to perform payroll related functions; to provide some highly responsible administrative duties in support of the Department heads and supervisors.

**Supervision Received and Exercised**

Receives general supervision from Accounting Supervisor, may receive technical and functional supervision from Finance Manager/CFO.

**Examples of Essential Duties**

Duties may include, but are not limited to, the following:

- Oversees and administers Payroll Processing (i.e. CeleriTime); performing all payroll functions for the District including bi-weekly payroll processing, deductions, adjustments, levies & garnishments, analytical review, audit and reconciliation; maintaining all necessary back-up documentation for payroll transactions and communicating with local agencies to manage payroll deductions and payments.
- Oversee the payment of all District payroll related tax and other related obligations providing necessary documentation; prepare/process and review all quarter and year end reporting (i.e. Federal and State payroll tax returns, CalPERS, and requested management reporting).
- Oversees, updates, and develops necessary standard operating procedure (SOP) documentation for processes within the department. This will ensure that all regular tasks can be performed in the case of the primary individual not being available.
- Establish and maintain a wide variety of filing and reporting systems as necessary; develop record keeping procedures; provide relevant information to relevant parties; prepare and type correspondence, and compile and type reports.
- Assists with reconciliation of banking processes; and maintain and review detailed sub-ledgers such as capital improvement projects, accounts payable, accounts receivable, and customer deposits.
- Assists with the general ledger in preparation for year-end financial statement audit and prepare schedules for auditors.
- Assists the Accounting Supervisor in the preparation of the District's annual budget performing analysis and calculations necessary for completing all necessary projections and forecasting.
- Assists with accounts payable functions, as needed.
- Assists in performing year-end closing procedures including but not limited to the setup of project maintenance accounts for the new year, entering cost of living adjustments (if applicable), and various other tasks.

- Independently respond to letters, electronic mail, and general correspondence based on areas of assignment.
- May perform a wide variety of complex, responsible, secretarial, and administrative duties for executive staff and other management personnel; provide routine analytical support.
- Build and maintain positive working relationships with co-workers, other District employees, and the public using principles of good customer service.
- Perform related duties as assigned.

## MINIMUM QUALIFICATIONS

### **Knowledge of:**

- Principles and practices of administrative and/or technical area to which assigned including, but not limited to, legislation, budget, and personnel.
- Modern office equipment, procedures computer hardware, and software, including word processing, database, spreadsheet and accounting applications.
- Basic arithmetic functions including addition, subtraction, multiplication, division and calculation of percentages and fractions.
- Advanced practices and procedures related to accounting for cash receipts and maintenance of revenue accounts.
- Techniques and principles of effective written and oral communication.
- Pertinent local, State and Federal laws, codes, ordinances, District functions, policies, rules and regulations.
- English usage, basic mathematical calculations and statistical methods.

### **Ability to:**

- Perform technical level administrative and/or program related duties.
- On a continuous basis, know and understand all aspects of the job; intermittently review documents related to department operations; analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe, identify and problem solve office operations and procedures; understand, interpret and explain policies and procedures; explain operations and problem solve office issues for the public and with staff.
- On a continuous basis, sit at desk for long periods of time; intermittently walk or stand in the field and sit while driving in vehicle or operating equipment; twist and reach office equipment; write and use keyboard to communicate through written means; perform simple grasping and fine manipulation; lift or carry weight up to 20 pounds.
- Operate a personal computer utilizing spreadsheet, word processing and database software at an intermediate to advanced level.
- Perform independent research in carrying out technical administrative and technical duties.
- Collect, compile, analyze and present a variety of data in a meaningful way.
- Review budget submissions and revisions for mathematical and accounting accuracy.
- Understand District policies and practices to objectively analyze situations to determine proper course of action.

- Understand and interpret complex policies, procedures, and regulations of outside agencies as necessary to assume assigned technical responsibilities.
- Analyze situations quickly and objectively to determine proper course of action.
- Compose professional quality correspondence; write highly detailed technical and analytical reports.
- Maintain a high level of confidentiality of a wide range of sensitive information.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Communicate clearly and concisely, both orally and in writing.

### EXPERIENCE AND TRAINING

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

#### **Experience**

Five years of responsible administrative support or technical experience preferably in the subject area to which assigned. One year of lead supervisory experience is highly desirable.

#### **Education**

- Associate degree from an accredited college with major course work in Public Administration, Business Administration, or a related field based on area of assignment desired or a Bachelor's Degree from an accredited college with a major in Public Administration, Business Administration, or a related field based on area of assignment.
- Additional specialized training in payroll functions and compliance.

#### **License and Certificate**

- Possession of, or ability to obtain a valid California Driver's License.
- May be required to obtain special certifications, depending on area of assignment.

### PHYSICAL REQUIREMENTS

Intermittently, walk stand, kneel, climb, and bend in the field; sit while studying or preparing reports and driving in vehicle or operating equipment; perform simple and power grasping, pushing, pulling and fine manipulation; intermittently write or use a keyboard to communicate; and lift or carry weight up to 35 pounds. Additionally, the incumbent in this position works outdoors in all weather conditions, including wet, hot and cold with extreme sun exposure. Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

Approved: June 28, 2021

I have reviewed this job description with my Supervisor and agree with its contents.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

The specific statements shown in each section of this job description are not intended to be all-inclusive. They represent typical elements and criteria necessary to successfully perform the job.



**Accounting Technician**

Class Code:  
ACCTECH

Bargaining Unit: NA

PALMDALE WATER DISTRICT  
Established Date: February xx, 2023  
Revision Date:

**DESCRIPTION:**

FLSA Status: Non-Exempt

JOB SUMMARY

To performing a variety of paraprofessional accounting and clerical duties requiring knowledge of basic accounting. An Accounting Technician performs general accounting duties such as reconciling accounts receivable customer billing, preparing adjusting entries and schedules, and performs other related duties as required. Providing these services in an effective and efficient manner will ensure that municipal finances are accurate and up to date.

**Supervision Received and Exercised**

Receives general supervision from the Accounting Supervisor.

**EXAMPLES OF DUTIES:**

Duties may include, but are not limited to, the following:

- Receive and process night drop payments/payments by mail and customer deposits and general ledger receipts; sort payments by category and use a computerized system to enter payments, and balance and post data.
- Process rejected payments.
- Perform backup roll to billing and collections processing
- Assist with lien placement; process payoff demands and bankruptcies.

- Perform a variety of clerical duties including typing, document scanning, and filing.
- Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.
- Perform related duties as assigned.

**TYPICAL QUALIFICATIONS:**

MINIMUM QUALIFICATIONS

**Knowledge of:**

- Modern office procedures, methods, and computer systems and equipment.
- Principles and practices of customer service and interaction with the public.
- Basic record keeping practices and procedures.
- Basic arithmetic functions including addition, subtraction, multiplication, division and calculation of percentages and fractions.
- Principles and practices of basic business correspondence including proper English usage, spelling, punctuation, and grammar.
- Advanced practices and procedures related to accounting for cash receipts and maintenance of revenue accounts.
- District policies and procedures related to account maintenance and meter adjustments.

**Ability to:**

- Perform a wide variety of clerical and accounting duties.
- Independently perform responsible clerical and accounting service work.
- Learn/use specialized customer service information software, financial reporting software, and automated meter reading software.
- Intermittently, review documents related to assigned duties; observe, identify and problem solve office operations and procedures; understand, interpret and explain District and department policies and procedures; explain operations and problem solve office issues for the public and with staff.
- Learn pertinent District and department policies.
- Learn basic principles and practices of billing and collections; learn to apply balancing techniques with speed and accuracy.

- Perform accounts payable functions, process and code invoices for payment.
- Perform accounts receivable functions, receive payments and reconcile with statements or invoices for accuracy, process related paperwork, post and update account information.
- Assist accounting supervisor with account balancing when necessary.
- Perform rapid and accurate arithmetic calculations; use a 10-key calculator.
- Perform detailed and accurate clerical work while experiencing frequent interruption.
- Set up and maintain manual and computerized records, files, and accounts.
- Analyze situations quickly and objectively; determine proper course of action within scope of assigned responsibility.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the course of work.

#### Experience and Training

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

#### **Experience**

Two years of experience performing accounting/clerical/billing/collection duties desirable.

#### **Training**

Equivalent to high school diploma/GED. Additional specialized training in accounting is desired.

#### **License and Certificate**

Possession of, or ability to obtain, a valid California Driver's License.

#### **SUPPLEMENTAL INFORMATION:**

##### PHYSICAL REQUIREMENTS

Position requires prolonged sitting, standing, walking, reaching, twisting, turning, kneeling, bending, squatting, and stooping in the performance of daily activities. The position also requires grasping, repetitive hand movement and fine coordination in preparing statistical reports and data using a

computer keyboard. Additionally, the position requires near vision in reading correspondence, statistical data and using a computer. Acute hearing is required when providing phone and personal service. The need to lift, drag, and push files, paper, and documents weighing up to 25 pounds also is required. Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

Position	Min	Max	Recommended Range	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	
				\$24.65	\$25.88	\$27.18	\$28.54	\$29.96	\$31.46	\$33.04	\$34.69	\$36.42	\$38.24	\$40.16	\$42.16	\$44.27	\$46.49	\$48.81	\$51.25	\$53.81	\$56.50	\$59.33	
Accounting Technician	\$ 33.04	\$ 40.16	23																				
Account Clerk II	\$ 27.84	\$ 36.20																					
Accounting Technician	\$ 30.06	\$ 41.45																					
Accounting Assistant II	\$ 31.58	\$ 40.41																					
Accountant	\$ 29.86	\$ 41.77																					
Accounting Technician II	\$ 29.63	\$ 42.11																					
Accounting Technician II	\$ 30.27	\$ 36.91																					
Accounting Clerk II	\$ 29.43	\$ 35.87																					
Finance Tech II	\$ 25.97	\$ 32.35																					
Accounting Tech II	\$ 27.36	\$ 37.72																					
Account Clerk II	\$ 25.90	\$ 31.08																					
Accounting Technician II	\$ 25.60	\$ 40.00																					
Accounting Specialist-15	\$ 26.21	\$ 37.08																					
	\$ 28.31	\$ 37.75																					
Mid	\$ 33.03																						
Min   Max	\$ 29.81	\$ 36.25																					

Palmdale Water District Recommendation \$33.036-\$40.1554

Cucamonga Valley Water District \$27.84-\$36.2

Las Virgenes Municipal Water District \$30.0631-\$41.4485

Yorba Linda Water District \$31.58-\$40.41

Olivenhain Municipal Water District \$29.86-\$41.77

Western Municipal Water District \$29.63-\$42.11

Santa Clarita Valley Water \$30.27-\$36.91

Desert Water Agency \$29.43-\$35.87

Eastern Municipal Water District \$25.97-\$32.35

Mesa Consolidated Water District \$27.36-\$37.72

Rancho California Water District \$25.9-\$31.08

Walnut Valley Water District \$25.6-\$40

Padre Dam Municipal Water District \$26.21-\$37.08

**PALMDALE WATER DISTRICT  
BOARD MEMORANDUM**

**DATE:** February 1, 2023 **February 6, 2023**  
**TO:** PERSONNEL COMMITTEE **Committee Meeting**  
**FROM:** Ms. Angelica Barragan-Garcia, Human Resources Director  
**VIA:** Mr. Dennis D. LaMoreaux, General Manager  
**RE:** ***AGENDA ITEM NO. 4.3 – CONSIDERATION AND POSSIBLE ACTION ON A RECOMMENDATION TO APPROVE THE 2022 SALARY SURVEY. (BUDGETED 2023 – HUMAN RESOURCES DIRECTOR BARRAGAN-GARCIA)***

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**Recommendation:**

Staff recommends that the Board approve the recommended salary range changes from our 2022 Salary Survey.

**Alternative Options:**

The alternative is to leave the salary ranges unchanged.

**Impact of Taking No Action:**

As higher than normal changes in jobs and retirements continue to occur, the job market remains extremely competitive. If the District does not come to market with wages, it will have an impact in recruitment and may lead to increased turnover.

**Background:**

The District decided to perform a market survey every three years to remain competitive in the marketplace thereby reducing costly turnover. Twelve water districts were chosen to compare over time to create stability in the data and allow our District to remain competitive in the marketplace.

The 2022 Salary Survey uses the same twelve water districts, all of which are located in Southern California, and are similar to the District in either facilities, organization size, or number of service connections.

**Strategic Plan Initiative/Mission Statement:**

This work is part of Strategic Plan Initiative No. 2 – Organizational Excellence.

This item directly relates to the District’s Mission Statement.

PERSONNEL COMMITTEE  
PALMDALE WATER DISTRICT  
VIA: Mr. Dennis D. LaMoreaux

-2-

February 1, 2023

**Budget:**

This update is included in the 2023 Budget.

**Supporting Documents:**

- 2022 Salary Survey

Job Titles without a current range

Salary Survey Summary

Position	Current Exemption		Salary Survey	Recommended	Notes
	Status	Current Range			
Customer Care Representative I	N	20	20		
Field Customer Care Representative I	N	21	21		
Maintenance Worker I	N		21		
Service Worker I	N	21	22	23	
Customer Care Representative II	N	23	23		
Accounts Payable Technician	N	23	23		
Maintenance Worker II	N	24	23		
Customer Account Technician	N	24	23		
Field Customer Care Representative II	N	23	24	24	
Operations Technician I	N	25	24		
Engineering Technician I	N	26	24	25	
Service Worker II	N	25	24	26	
Plant Operator I	N	26	25		
Construction Inspector I	N	27	25		
Senior Customer Care Representative	N	29	25		
Electrician I	N		26	26	
Purchasing Technician	N	27	26		
Information Technician I	N	27	26		
Water Use Efficiency Technician I	N	27	26		
Senior Field Customer Care Representative	N	28	26		
Lab Analyst I	N	26	27		
Public Affairs Specialist I	N	27	27		
SCADA/Instrumentation Technician I	N		27	27	
HR & Safety Coordinator	N	27	27		
Engineering Technician II	N	27	27	28	
Operations Technician II	N	28	27		
Service Worker III - Foreman	N	29	27		
Safety and Training Technician I	N	29	27		
Electrician II	N	29	28		
Plant Operator II	N	29	28		
Construction Inspector II	N	29	28	30	
Engineering Analyst	N	33	28		
Lab Analyst II	N	29	29		
Information Technician II	N		29	30	
Water Use Efficiency Technician II	N		29	30	
Engineering Technician III	N	29	29	31	

Position	Current Exemption		Salary Survey	Recommended	Notes
	Status	Current Range			
Management Analyst	N	31	29		
Operations Technician III - Fleet/Mechanical	N	31	29		
SCADA/Instrumentation Technician II	N	30	30		
Electrician III	N	32	30		
Public Affairs Specialist II	N	30	31		
Human Resource Analyst	N	30	31	31	
GIS Coordinator	N	32	31		
Plant Operator III	N	32	31		
Construction Inspector III	N		31	33	
SCADA/Instrumentation Technician III	N		31	33	
Junior Engineer	N	31	32		
Safety and Training Technician II	N		32	32	Change in Title: Risk and Emergency Management Administrator, and convert to Exempt
Assistant Engineer	N	32	32	33	
Customer Care Supervisor	E	36	32		
Executive Assistant	N	34	33		change to exempt
Customer Finance Supervisor	E	35	33		
Network Administrator	N	34	34		
Operation Supervisor - Construction	E	34	34	35	
Operations Supervisor - Mechanical	E	34	34	35	
Operations Supervisor - Engineering	E	34	35	35	
Associate Engineer	N	35	35		change to exempt
Water Quality/Regulatory Affairs Supervisor	E	35	36		
Accounting Supervisor	E	36	36		
Customer Care Manager	E		37	37	
Resource and Analytics Supervisor	E	35	38	36	
Senior Engineer	N	38	38		change to Exempt
Public Affairs Director	E	38	39	40	
Operations Manager	E	41	39		
Facilities Manager	E	41	40		
Information Technology Manager	E	41	40		
Human Resources Director	E	41	42		
Engineering Manager	E	44	42		
Finance Manager/CFO	E	45	43		
Resource and Analytics Director	E	45	45		
Assist. General Manager	E	48	48		
Construction Inspector Trainee	N	25	NA		

## List of Districts

Palmdale Water District

Cucamonga Valley Water District

Las Virgenes Municipal Water District

Yorba Linda Water District

Olivenhain Municipal Water District

Western Municipal Water District

Santa Clarita Valley Water

Desert Water Agency

Eastern Municipal Water District

Mesa Consolidated Water District

Rancho California Water District

Walnut Valley Water District

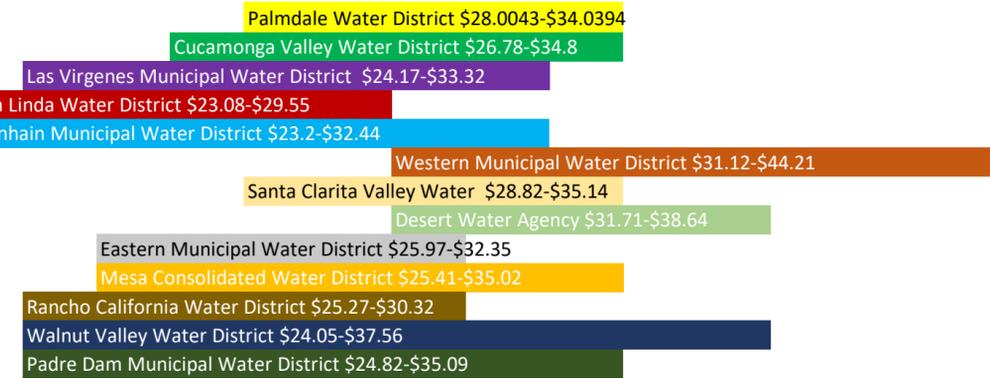
Padre Dam Municipal Water District



Position	Range #	Min	Max	Recommended	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
					\$19.90	\$20.90	\$21.94	\$23.04	\$24.19	\$25.40	\$26.67	\$28.00	\$29.40	\$30.87	\$32.42	\$34.04	\$35.74	\$37.53	\$39.40	\$41.38	\$43.44	\$45.62	\$47.90	\$50.29	\$52.81	\$55.45	\$58.22	\$61.13	\$64.19	\$67.40	\$70.77

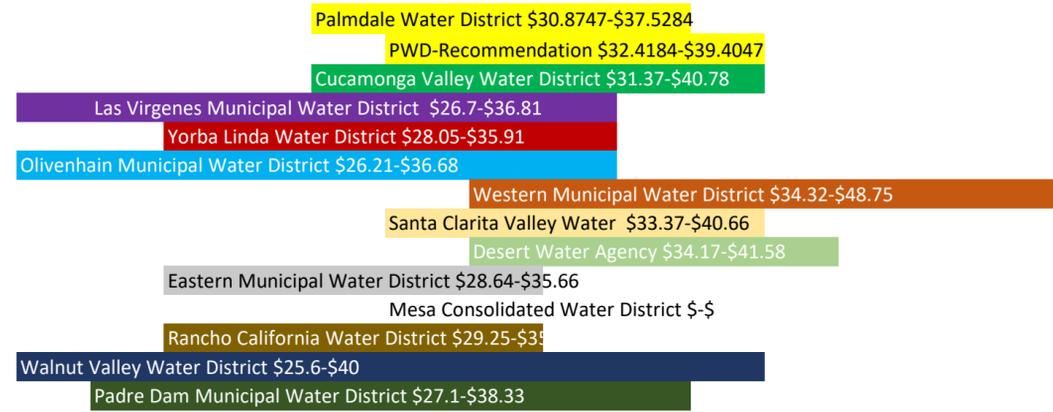
Closest PWD Range 25

Field Customer Care Representative I	21	\$ 28.00	\$ 34.04
Field Service Technician I		\$ 26.78	\$ 34.80
Field Customer Service Representative I		\$ 24.17	\$ 33.32
Meter Reader I		\$ 23.08	\$ 29.55
Field Services Technician I		\$ 23.20	\$ 32.44
Meter Service Operations Technician II		\$ 31.12	\$ 44.21
Field Services Worker I		\$ 28.82	\$ 35.14
Field Service Representative I		\$ 31.71	\$ 38.64
Meter Services Technician I		\$ 25.97	\$ 32.35
Field Customer Care Representative I		\$ 25.41	\$ 35.02
Customer Service Representative I – Office & Field		\$ 25.27	\$ 30.32
Customer Service Rep I		\$ 24.05	\$ 37.56
Field Service Technician-14		\$ 24.82	\$ 35.09
		\$ 26.20	\$ 34.87
		\$ 30.54	
	<b>Mid</b>		
	<b>Min   Max</b>	\$ 27.56	\$ 33.51
	Closest PWD Range		<b>21</b>

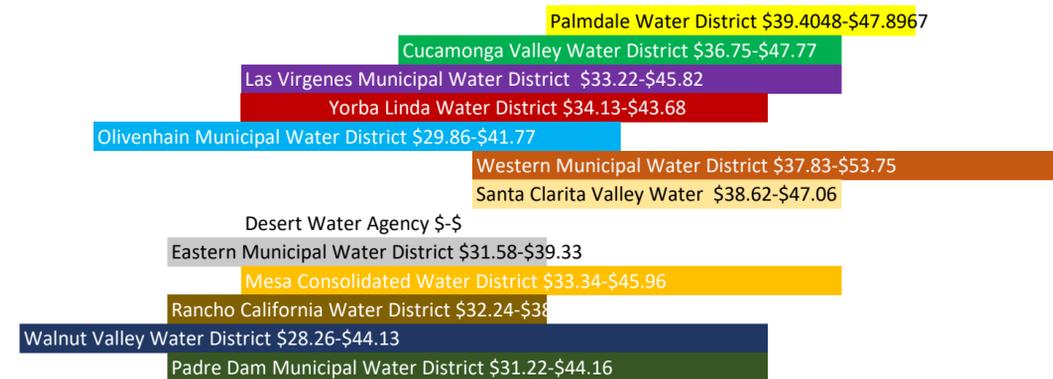


Field Customer Care Representative II	23	\$ 30.87	\$ 37.53
PWD Recommendation		\$ 32.42	\$ 39.40
Field Service Technician II		\$ 31.37	\$ 40.78
Field Customer Service Representative II		\$ 26.70	\$ 36.81
Field Customer Service Representative/Meters II		\$ 28.05	\$ 35.91
Field Services Technician II		\$ 26.21	\$ 36.68
Meter Service Operations Technician III		\$ 34.32	\$ 48.75
Field Services Worker II		\$ 33.37	\$ 40.66
Field Service Representative II		\$ 34.17	\$ 41.58
Meter Services Technician II		\$ 28.64	\$ 35.66
Field Customer Care Representative II			
Customer Service Representative II – Office & Field		\$ 29.25	\$ 35.10
Customer Service Representative II		\$ 25.60	\$ 40.00
Field Service Technician-16		\$ 27.10	\$ 38.33
		\$ 29.53	\$ 39.11
		\$ 34.32	
	<b>Mid</b>		
	<b>Min   Max</b>	\$ 30.97	\$ 37.67
	Closest PWD Range		<b>24</b>

24



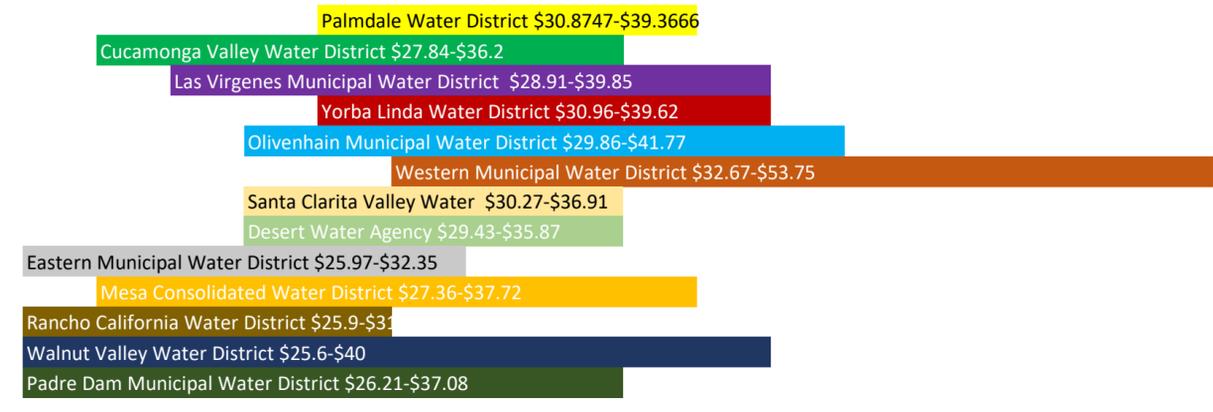
Senior Field Customer Care Representative	28	\$ 39.40	\$ 47.90
Lead Field Service Technician		\$ 36.75	\$ 47.77
Senior Field Customer Service Representative		\$ 33.22	\$ 45.82
Sr. Field Customer Service Representative/Meters		\$ 34.13	\$ 43.68
Field Services Technician III		\$ 29.86	\$ 41.77
Meter Service Operations Technician IV		\$ 37.83	\$ 53.75
Senior Field Services Worker		\$ 38.62	\$ 47.06
No equivalent Position			
Senior Meter Services Technician		\$ 31.58	\$ 39.33
Lead Field Customer Care Representative		\$ 33.34	\$ 45.96
Senior Customer Service Representative-Office & Field		\$ 32.24	\$ 38.69
Senior Customer Service Representative		\$ 28.26	\$ 44.13
Field Service Technician-18L		\$ 31.22	\$ 44.16



Position	Range #	Min	Max	Recommended	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
		\$19.90	\$20.90	\$21.94	\$23.04	\$24.19	\$25.40	\$26.67	\$28.00	\$29.40	\$30.87	\$32.42	\$34.04	\$35.74	\$37.53	\$39.40	\$41.38	\$43.44	\$45.62	\$47.90	\$50.29	\$52.81	\$55.45	\$58.22	\$61.13	\$64.19	\$67.40	\$70.77			

\$ 33.37 \$ 44.74  
**Mid** \$ 39.05  
**Min | Max** \$ 35.25 \$ 42.86  
 Closest PWD Range **26**

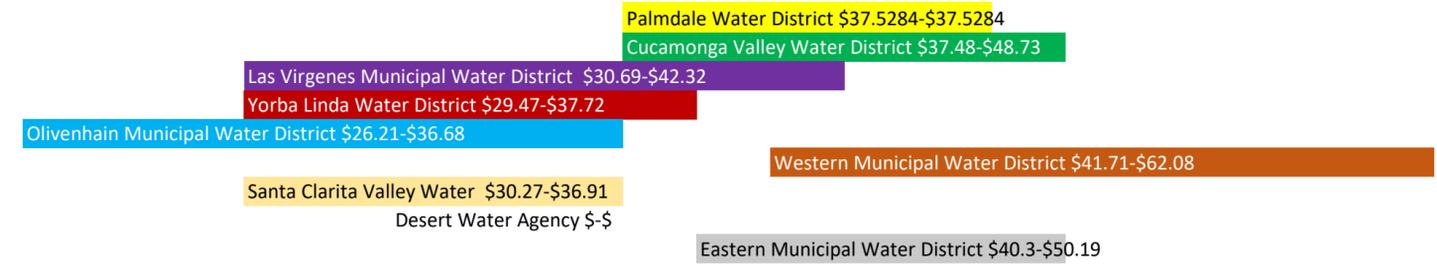
Account Payable Technician	23	\$30.87	\$39.37
Account Clerk II		\$27.84	\$36.20
Accounting Technician		\$28.91	\$39.85
Accounting Assistant II		\$30.96	\$39.62
Accountant		\$29.86	\$41.77
Accounting Technician III		\$32.67	\$53.75
Accounting Technician II		\$30.27	\$36.91
Accounting Clerk II		\$29.43	\$35.87
Finance Tech II		\$25.97	\$32.35
Accounting Tech II		\$27.36	\$37.72
Account Clerk II		\$25.90	\$31.08
Accounting Technician II		\$25.60	\$40.00
Accounting Specialist-15		\$26.21	\$37.08
		\$28.42	\$38.52
		\$33.47	
		\$30.20	\$36.73
			<b>23</b>



Customer Account Technician	24	\$32.42	\$32.42
Account Clerk II		\$27.84	\$36.20
Accounting Technician		\$28.91	\$39.85
Customer Service Representative III		\$26.72	\$34.20
Customer Care Representative II		\$26.21	\$36.68
Customer Care Representative II		\$29.63	\$42.11
Customer Care Representative II		\$31.78	\$38.71
No equivalent Position			
Collections Representative I		\$30.08	\$37.45
Customer Service Representative II		\$28.04	\$38.66
Account Clerk II		\$25.90	\$31.08
Accounting Technician II		\$25.60	\$40.00
Customer Service Rep-15		\$26.21	\$37.08
		\$27.90	\$37.46
		\$32.68	
		\$29.49	\$35.86
			<b>23</b>



Purchasing Technician	27	\$37.53	\$37.53
Warehouse and Supply Coordinator		\$37.48	\$48.73
Purchasing/Warehouse Specialist		\$30.69	\$42.32
Operations Assistant		\$29.47	\$37.72
Purchasing/Warehouse Clerk		\$26.21	\$36.68
Purchasing Specialist		\$41.71	\$62.08
Purchasing and Warehouse Technician		\$30.27	\$36.91
No equivalent Position			
Buyer		\$40.30	\$50.19



Position	Range #	Min	Max	Recommended	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
Buyer		\$ 35.90	\$ 49.49		\$19.90	\$20.90	\$21.94	\$23.04	\$24.19	\$25.40	\$26.67	\$28.00	\$29.40	\$30.87	\$32.42	\$34.04	\$35.74	\$37.53	\$39.40	\$41.38	\$43.44	\$45.62	\$47.90	\$50.29	\$52.81	\$55.45	\$58.22	\$61.13	\$64.19	\$67.40	\$70.77
Warehouse Technician II		\$25.27	\$ 30.32		Rancho California Water District \$25.27-\$30.32											Mesa Consolidated Water District \$35.9-\$49.49															
No equivalent Position					Walnut Valley Water District \$-\$											Padre Dam Municipal Water District \$32.1-\$45.4															
Warehouse Specialist-20		\$ 32.10	\$ 45.40		Rancho California Water District \$25.27-\$30.32											Mesa Consolidated Water District \$35.9-\$49.49															
		\$ 32.94	\$ 43.98		Rancho California Water District \$25.27-\$30.32											Mesa Consolidated Water District \$35.9-\$49.49															
	<b>Mid</b>	\$ 38.46			Rancho California Water District \$25.27-\$30.32											Mesa Consolidated Water District \$35.9-\$49.49															
	<b>Min Max</b>	\$ 34.71	\$ 42.21		Rancho California Water District \$25.27-\$30.32											Mesa Consolidated Water District \$35.9-\$49.49															
	Closest PWD Range		<b>26</b>		Rancho California Water District \$25.27-\$30.32											Mesa Consolidated Water District \$35.9-\$49.49															





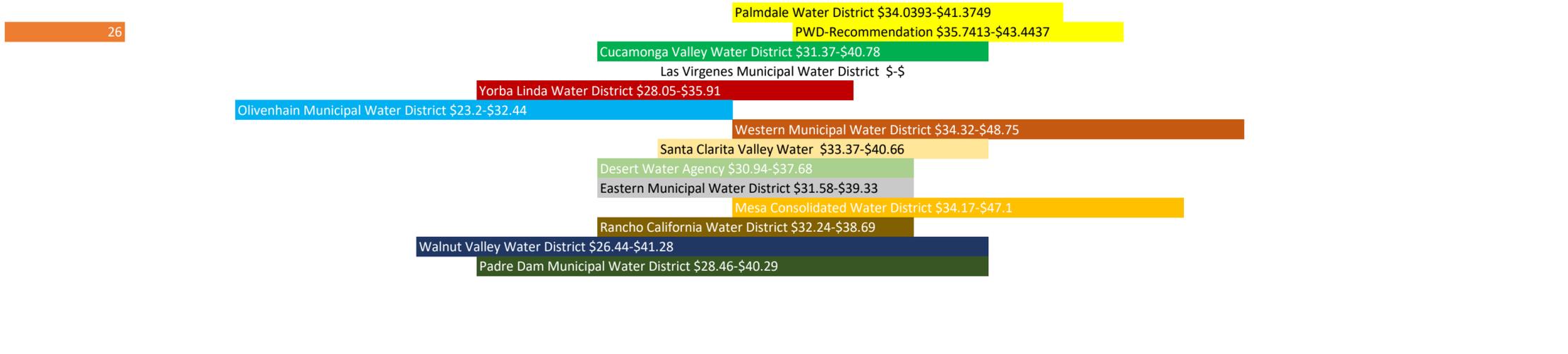




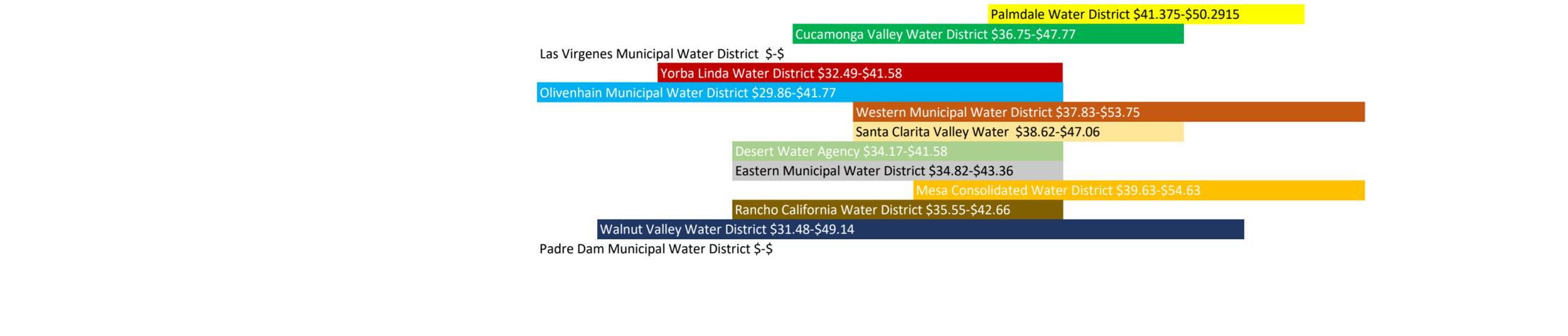


Position	Range #	Min	Max	Recommended	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37
					\$20.90	\$21.94	\$23.04	\$24.19	\$25.40	\$26.67	\$28.00	\$29.40	\$30.87	\$32.42	\$34.04	\$35.74	\$37.53	\$39.40	\$41.38	\$43.44	\$45.62	\$47.90	\$50.29	\$52.81	\$55.45	\$58.22	\$61.13

Service Worker II	25	\$ 34.04	\$ 41.37
PWD Recommendation		\$ 35.74	\$ 43.44
Water Utility Worker II		\$ 31.37	\$ 40.78
<i>No equivalent position</i>			
Maintenance Worker II		\$ 28.05	\$ 35.91
Utility II		\$ 23.20	\$ 32.44
Operations Technician -Construction III		\$ 34.32	\$ 48.75
Utility Worker II		\$ 33.37	\$ 40.66
Water Service Worker II		\$ 30.94	\$ 37.68
Pipeline Construction Utility Worker II		\$ 31.58	\$ 39.33
Operator II		\$ 34.17	\$ 47.10
Field Distribution Operator II-Construction		\$ 32.24	\$ 38.69
Utility Service Worker II		\$ 26.44	\$ 41.28
Utility Service Worker II		\$ 28.46	\$ 40.29
		\$ 30.38	\$ 40.26
	<b>Mid</b>	\$ 35.32	
	<b>Min   Max</b>	\$ 31.88	\$ 38.76
	Closest PWD Range		<b>24</b>



Service Worker III	29	\$ 41.38	\$ 50.29
Lead Water Utility Worker		\$ 36.75	\$ 47.77
<i>No equivalent position</i>			
Maintenance Worker III		\$ 32.49	\$ 41.58
Utility III		\$ 29.86	\$ 41.77
Operations Technician -Construction IV		\$ 37.83	\$ 53.75
Senior Utility Worker		\$ 38.62	\$ 47.06
Water Service Worker III		\$ 34.17	\$ 41.58
Pipeline Construction Utility Worker III		\$ 34.82	\$ 43.36
Senior Operator		\$ 39.63	\$ 54.63
Sr. Field Distribution Operator -Construction		\$ 35.55	\$ 42.66
Utility Service Lead		\$ 31.48	\$ 49.14
<i>No equivalent position</i>			
		\$ 35.12	\$ 46.33
	<b>Mid</b>	\$ 40.73	
	<b>Min   Max</b>	\$ 36.76	\$ 44.69
	Closest PWD Range		<b>27</b>







Position	Range #	Min	Max	Recommended	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38
					\$23.04	\$24.19	\$25.40	\$26.67	\$28.00	\$29.40	\$30.87	\$32.42	\$34.04	\$35.74	\$37.53	\$39.40	\$41.38	\$43.44	\$45.62	\$47.90	\$50.29	\$52.81	\$55.45	\$58.22	\$61.13	\$64.19
Operations Technician-Prd/Dist IV		\$ 34.32	\$ 48.75		Western Municipal Water District \$34.32-\$48.75																					
Treatment Plant Operator II		\$ 46.94	\$ 57.20		Santa Clarita Valley Water \$46.94-\$57.2																					
System Operator III		\$ 37.68	\$ 45.91		Desert Water Agency \$37.68-\$45.91																					
Potable Water Treatment Operator III		\$ 36.56	\$ 39.33		Eastern Municipal Water District \$36.56-\$39.33																					
No Equivalent Position					Mesa Consolidated Water District \$-\$																					
Sr. Water Treatment Operator		\$ 42.18	\$ 50.61		Rancho California Water District \$42.18-\$50.61																					
No Equivalent Position					Walnut Valley Water District \$-\$																					
Systems Operator/Technician		\$ 32.80	\$ 46.38		Padre Dam Municipal Water District \$32.8-\$46.38																					
		\$ 37.15	\$ 47.72																							
	<b>Mid</b>	\$ 42.43																								
	<b>Min   Max</b>	\$ 38.30	\$ 46.57																							
	Closest PWD Range		<b>28</b>																							
Plant Operator III	32	\$ 47.90	\$ 58.22		Palmdale Water District \$47.8968-\$58.2188																					
Lead Water Treatment Plant Operator		\$ 43.92	\$ 57.10		Cucamonga Valley Water District \$43.92-\$57.1																					
Sr Water Treatment Plant Operator		\$ 40.54	\$ 55.91		Las Virgenes Municipal Water District \$40.54-\$55.91																					
Chief Water System Operator (exempt)		\$ 48.02	\$ 61.48		Yorba Linda Water District \$48.02-\$61.48																					
Water Treatment Plant Operator IV		\$ 39.83	\$ 55.76		Olivenhain Municipal Water District \$39.83-\$55.76																					
Senior Operations Technician I		\$ 39.72	\$ 56.44		Western Municipal Water District \$39.72-\$56.44																					
Senior Treatment Plant Operator		\$ 51.77	\$ 63.08		Santa Clarita Valley Water \$51.77-\$63.08																					
No Equivalent Position					Desert Water Agency \$-\$																					
Potable Water Treatment Operator V		\$ 44.43	\$ 55.33		Eastern Municipal Water District \$44.43-\$55.33																					
No Equivalent Position					Mesa Consolidated Water District \$-\$																					
No Equivalent Position					Rancho California Water District \$-\$																					
Production and Storage Lead		\$ 38.07	\$ 59.43		Walnut Valley Water District \$38.07-\$59.43																					
Systems Operator/Technician		\$ 35.27	\$ 49.88		Padre Dam Municipal Water District \$35.27-\$49.88																					
		\$ 42.40	\$ 57.16																							
	<b>Mid</b>	\$ 49.78																								
	<b>Min   Max</b>	\$ 44.92	\$ 54.63																							
	Closest PWD Range		<b>31</b>																							

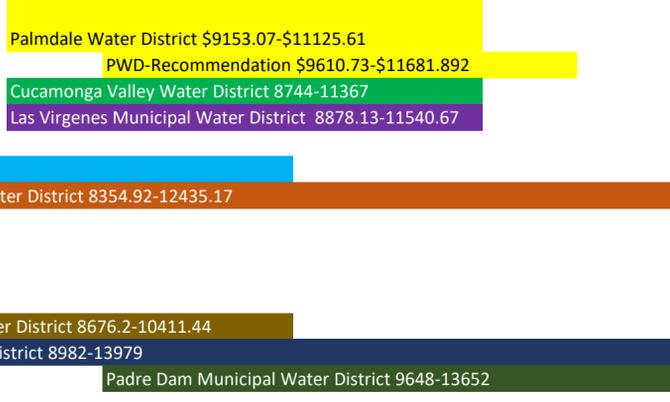
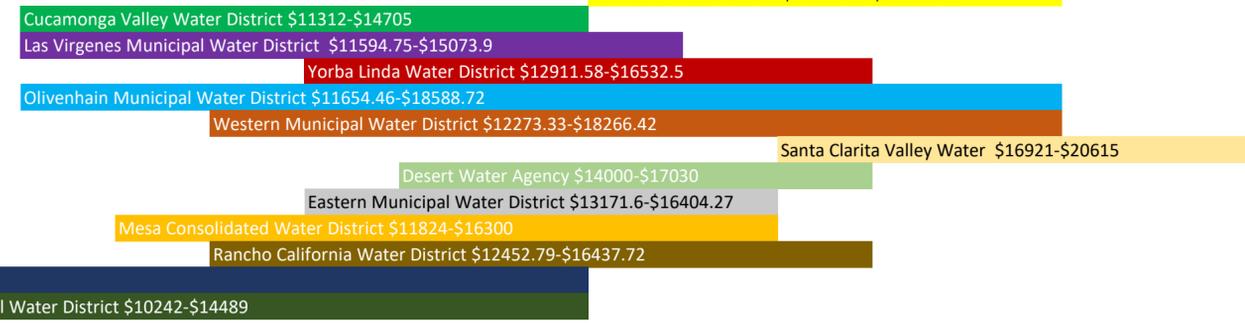






Position	Range #	Min	Max	Recommended	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46					
PWD-Recommendation		\$ 45.62	\$ 55.45	31	\$24.1912	\$25.4008	\$26.6708	\$28.0043	\$29.4045	\$30.8747	\$32.4184	\$34.0393	\$35.7413	\$37.5284	\$39.4048	\$41.3750	\$43.4438	\$45.6160	\$47.8968	\$50.2916	\$52.8062	\$55.4465	\$58.2188	\$61.1297	\$64.1862	\$67.3955	\$70.7653	\$74.3036	\$78.0188	\$81.9197	\$86.0157	\$90.3165	\$94.8323					
Lead Engineering Technician		\$ 41.37	\$ 53.80																																			
Planning & New Development Technician		\$ 34.92	\$ 48.15																																			
No Equivalent Position																																						
Engineering Technician III		\$ 39.83	\$ 55.76																																			
Senior Engineering Technician		\$ 39.72	\$ 56.43																																			
Senior Engineering Technician		\$ 42.58	\$ 51.88																																			
Engineering Technician III		\$ 39.58	\$ 45.91																																			
Senior Engineering Technician		\$ 38.37	\$ 47.79																																			
No Equivalent Position																																						
Senior Engineering Technician		\$ 39.19	\$ 47.03																																			
Senior Engineering Technician		\$ 31.48	\$ 49.14																																			
Engineering Technician-25L		\$ 39.53	\$ 55.95																																			
		\$ 38.66	\$ 51.18																																			
Mid		\$ 44.92																																				
Min   Max		\$ 40.54	\$ 49.30																																			
Closest PWD Range			29																																			
Junior Engineer	31	\$ 45.62	\$ 55.45																																			
No Equivalent Position																																						
No Equivalent Position																																						
Assistant Eng 1		\$ 28.05	\$ 35.91																																			
No Equivalent Position																																						
Engineer I		\$ 48.20	\$ 71.74																																			
Associate Engineer		\$ 54.36	\$ 66.24																																			
Staff Engineer		\$ 48.24	\$ 58.64																																			
No Equivalent Position																																						
No Equivalent Position																																						
No Equivalent Position																																						
No Equivalent Position																																						
Mid		\$ 44.71	\$ 58.13																																			
Min   Max		\$ 51.42																																				
Closest PWD Range		\$ 46.41	\$ 56.43																																			
Senior Engineer	38	\$ 64.19	\$ 78.02	convert to Exempt																																		
No Equivalent Position																																						
Senior Engineer		\$ 63.10	\$ 82.05																																			
Senior Engineer		\$ 50.43	\$ 64.56																																			
No Equivalent Position																																						
Senior Engineer		\$ 59.88	\$ 89.11																																			
Principal Engineer		\$ 76.49	\$ 93.19																																			
Senior Engineer		\$ 66.34	\$ 80.77																																			
Associate Civil Engineer II		\$ 56.70	\$ 67.24																																			
No Equivalent Position																																						
Principal Engineer		\$ 63.57	\$ 83.92																																			
Senior Civil Engineer		\$ 42.44	\$ 66.26																																			
Senior Engineer-36		\$ 50.29	\$ 71.12																																			
		\$ 58.80	\$ 77.58																																			
Mid		\$ 68.19																																				
Min   Max		\$ 61.55	\$ 74.84																																			
Closest PWD Range			38																																			
Associate Engineer	35	\$ 55.45	\$ 67.40	convert to exempt																																		
Associate Engineer		\$ 50.45	\$ 65.58																																			
Associate Engineer		\$ 53.81	\$ 69.98																																			
Associate Engineer		\$ 43.55	\$ 55.75																																			
No Equivalent Position																																						
Engineer II																																						
Senior Engineer		\$ 66.08	\$ 80.51																																			
Associate Engineer		\$ 54.56	\$ 66.34																																			
Associate Engineer I		\$ 54.02																																				

Position	Range #	Min	Max	Recommended	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	
Engineering Manager	44	\$ 14,909.38	\$ 18,122.45		\$6,830.17	\$7,171.67	\$7,530.26	\$7,906.77	\$8,302.11	\$8,717.21	\$9,153.07	\$9,610.73	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####
Engineering Manager		\$ 11,312.00	\$ 14,705.00																										
Engineering Program Mgr		\$ 11,594.75	\$ 15,073.90																										
Engineering Manager		\$ 12,911.58	\$ 16,532.50																										
Engineering Manager		\$ 11,654.46	\$ 18,588.72																										
Deputy Director of Engineering		\$ 12,273.33	\$ 18,266.42																										
Chief Engineer		\$ 16,921.00	\$ 20,615.00																										
Operations & Engineer Manager		\$ 14,000.00	\$ 17,030.00																										
Engineering Manager		\$ 13,171.60	\$ 16,404.27																										
Principal Engineer		\$ 11,824.00	\$ 16,300.00																										
Engineering Manager		\$ 12,452.79	\$ 16,437.72																										
Engineering Manager		\$ 9,315.00	\$ 14,495.00																										
Engineering Manager		\$ 10,242.00	\$ 14,489.00																										
		\$ 12,306.04	\$ 16,578.13																										
<b>Mid</b>		\$ 14,442.09																											
<b>Min   Max</b>		\$ 13,034.37	\$ 15,849.80																										
Closest PWD Range			<b>42</b>																										
Operations Supervisor - Engineering	34	\$ 9,153.07	\$ 11,125.61																										
PWD-Recommendation		\$ 9,610.73	\$ 11,681.89	35																									
Environmental Services Supervisor		\$ 8,744.00	\$ 11,367.00																										
Fac/Construc Sup		\$ 8,878.13	\$ 11,540.67																										
No Equivalent																													
Engineering Services Supervisor		\$ 7,311.70	\$ 10,972.80																										
Construction Management Administrator		\$ 8,354.92	\$ 12,435.17																										
Operations Engineer																													
No Equivalent																													
No Equivalent																													
No Equivalent																													
Engineering Services Supervisor		\$ 8,676.20	\$ 10,411.44																										
Civil Engineering Sup		\$ 8,982.00	\$ 13,979.00																										
Engineer-41		\$ 9,648.00	\$ 13,652.00																										
		\$ 8,656.42	\$ 12,051.15																										
<b>Mid</b>		\$ 10,353.79																											
<b>Min   Max</b>		\$ 9,344.57	\$ 11,363.00																										
Closest PWD Range			<b>35</b>																										





Position	Range #	Min	Max	Recommended	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39				
Information Technology Specialist I		\$ 31.12	\$ 44.21		\$21.94	\$23.04	\$24.19	\$25.40	\$26.67	\$28.00	\$29.40	\$30.87	\$32.42	\$34.04	\$35.74	\$37.53	\$39.40	\$41.38	\$43.44	\$45.62	\$47.90	\$50.29	\$52.81	\$55.45	\$58.22	\$61.13	\$64.19	\$67.40				
Information Technology Technician 1		\$ 36.79	\$ 44.83		Western Municipal Water District \$31.12-\$44.21																											
PC Support Technician I		\$ 34.17	\$ 41.58												Santa Clarita Valley Water \$36.79-\$44.83																	
Client Support Specialist I		\$ 31.58	\$ 39.33												Desert Water Agency \$34.17-\$41.58																	
No Equivalent Position															Eastern Municipal Water District \$31.58-\$39.33																	
System Administrator		\$ 45.37	\$ 54.42		Mesa Consolidated Water District \$-\$										Rancho California Water District \$45.37-\$54.42																	
No Equivalent Position															Walnut Valley Water District \$-\$																	
Information Systems Technical Specialist I		\$ 32.10	\$ 45.40												Padre Dam Municipal Water District \$32.1-\$45.4																	
		\$ 34.50	\$ 44.93																													
	Mid	\$ 39.71																														
	Min   Max	\$ 35.84	\$ 43.58																													
	Closest PWD Range	27																														
Information Technician II																																
PWD-Recommendation		\$ 43.44	\$ 52.81	30											Palmdale Water District \$-\$										PWD-Recommendation \$43.4438-\$52.8062							
IT Spec II		\$ 42.22	\$ 54.87												Cucamonga Valley Water District \$42.22-\$54.87																	
No Equivalent Position															Las Virgenes Municipal Water District \$-\$																	
No Equivalent Position															Yorba Linda Water District \$-\$																	
No Equivalent Position															Olivenhain Municipal Water District \$-\$																	
Information Technology Specialist II		\$ 36.03	\$ 51.19												Western Municipal Water District \$36.03-\$51.19																	
Information Technology Technician II		\$ 38.62	\$ 47.06												Santa Clarita Valley Water \$38.62-\$47.06																	
PS Support Technician II		\$ 39.58	\$ 48.24												Desert Water Agency \$39.58-\$48.24																	
Client Support Specialist II		\$ 34.82	\$ 43.36												Eastern Municipal Water District \$34.82-\$43.36																	
No Equivalent Position															Mesa Consolidated Water District \$-\$																	
Sr. System Administrator		\$ 50.06	\$ 60.07												Rancho California Water District \$50.06-\$60.07																	
No Equivalent Position															Walnut Valley Water District \$-\$																	
Information Systems Technical Specialist II		\$ 36.08	\$ 51.03																													
		\$ 39.63	\$ 50.83																													
	Mid	\$ 45.23																														
	Min   Max	\$ 40.82	\$ 49.64																													
	Closest PWD Range	29																														
Network Administrator	34	\$ 52.81	\$ 64.19												Palmdale Water District \$52.8062-\$64.1862																	
Network Administrator		\$ 49.47	\$ 64.29												Cucamonga Valley Water District \$49.47-\$64.29																	
Network and Security Engineer		\$ 56.89	\$ 73.96												Las Virgenes Municipal Water District \$56.89																	
Sr. Information Systems Administrator		\$ 61.30	\$ 78.45												Yorba Linda Water District																	
Systems Administrator		\$ 39.25	\$ 58.83												Olivenhain Municipal Water District \$39.25-\$58.83																	
Application Specialist III		\$ 41.71	\$ 62.07												Western Municipal Water District \$41.71-\$62.07																	
IT Specialist		\$ 46.96	\$ 57.21												Santa Clarita Valley Water \$46.96-\$57.21																	
Sr. Pc Support Technician		\$ 48.24	\$ 58.64												Desert Water Agency \$48.24-\$58.64																	
Information Systems Engineer II		\$ 51.43	\$ 64.05												Eastern Municipal Water District \$51.43-\$64.05																	
No Equivalent Position															Mesa Consolidated Water District \$-\$																	
Network Administrator		\$ 47.45	\$ 62.63												Rancho California Water District \$47.45-\$62.63																	
Information Technology Technician		\$ 42.44	\$ 66.26												Walnut Valley Water District \$42.44-\$66.26																	
Information Systems Technical Specialist III-L		\$ 45.74	\$ 64.71												Padre Dam Municipal Water District \$45.74-\$64.71																	
		\$ 48.26	\$ 64.65																													
	Mid	\$ 56.45																														
	Min   Max	\$ 50.95	\$ 61.96																													
	Closest PWD Range	34																														
SCADA/Instrumentation Technician I																																
PWD-Recommendation		\$ 37.53	\$ 45.62	27											Palmdale Water District \$-\$										PWD-Recommendation \$37.5284-\$45.616							
Control Analyst		\$ 44.80	\$ 58.25												Cucamonga Valley Water District \$44.8-\$58.25																	
No Equivalent Position															Las Virgenes Municipal Water District \$-\$																	
No Equivalent Position															Yorba Linda Water District \$-\$																	
Instrumentation Control Tech I		\$ 29.86	\$ 41.77												Olivenhain Municipal Water District \$29.86-\$41.77																	
Operations Technician II-(SCADA Team)		\$ 31.12	\$ 44.21												Western Municipal Water District \$31.12-\$44.21																	
No Equivalent Position															Santa Clarita Valley Water \$-\$																	
No Equivalent Position															Desert Water Agency \$-\$																	
No Equivalent Position															Eastern Municipal Water District \$-\$																	





Position	Range #	Min	Max	Recommended	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39
Public Affairs Specialist II	30	\$ 43.44	\$ 52.81		\$21.94	\$23.04	\$24.19	\$25.40	\$26.67	\$28.00	\$29.40	\$30.87	\$32.42	\$34.04	\$35.74	\$37.53	\$39.40	\$41.38	\$43.44	\$45.62	\$47.90	\$50.29	\$52.81	\$55.45	\$58.22	\$61.13	\$64.19	\$67.40
Government and Public Affairs Rep II		\$ 36.75	\$ 47.77																									
Public Affairs Associates II		\$ 46.34	\$ 60.27																									
No Equivalent Position																												
Strategic Communications Representative II		\$ 39.72	\$ 56.44																									
Public Affairs Specialist II		\$ 44.71	\$ 54.47																									
No Equivalent Position																												
Public Officer II		\$ 46.66	\$ 58.10																									
No Equivalent Position																												
Public Information Specialist II		\$ 41.15	\$ 49.38																									
No Equivalent Position																												
Communications Officer		\$ 43.56	\$ 61.63																									
		\$ 42.70	\$ 55.44																									
		\$ 49.07																										
		\$ 44.29	\$ 53.85																									
			31																									
HR & Safety Coordinator	27	\$ 37.53	\$ 45.62																									
No Equivalent Position																												
HR Coordinator		\$ 35.09	\$ 45.61																									
HR Tech		\$ 34.13	\$ 43.68																									
No Equivalent Position																												
HR Analyst I or HR Specialist II		\$ 36.79	\$ 44.83																									
HR Specialist		\$ 36.79	\$ 44.83																									
No Equivalent Position																												
HR Tech I		\$ 31.58	\$ 39.33																									
No Equivalent Position																												
HR Analyst I		\$ 37.17	\$ 49.07																									
HR& Risk Mgmt Coordinator		\$ 31.48	\$ 49.14																									
No Equivalent Position																												
		\$ 34.37	\$ 45.28																									
		\$ 39.83																										
		\$ 35.94	\$ 43.71																									
			27																									

Palmdale Water District \$43.4438-\$52.8062

Cucamonga Valley Water District \$36.75-\$47.77

Las Virgenes Municipal Water District \$46.34-\$60.27

Yorba Linda Water District \$-\$  
Olivenhain Municipal Water District \$-\$

Western Municipal Water District \$39.72-\$56.44

Santa Clarita Valley Water \$44.71-\$54.47

Desert Water Agency \$-\$

Eastern Municipal Water District \$46.66-\$58.1

Mesa Consolidated Water District \$-\$

Rancho California Water District \$41.15-\$49.38

Walnut Valley Water District \$-\$

Padre Dam Municipal Water District \$43.56-\$61.63

Palmdale Water District \$37.5284-\$45.616

Cucamonga Valley Water District \$-\$

Las Virgenes Municipal Water District \$35.09-\$45.61

Yorba Linda Water District \$34.13-\$43.68

Olivenhain Municipal Water District \$-\$  
Western Municipal Water District \$-\$

Santa Clarita Valley Water \$36.79-\$44.83

Desert Water Agency \$-\$

Eastern Municipal Water District \$31.58-\$39.33

Mesa Consolidated Water District \$-\$

Rancho California Water District \$37.17-\$49.07

Walnut Valley Water District \$31.48-\$49.14

Padre Dam Municipal Water District \$-\$







**PALMDALE WATER DISTRICT  
BOARD MEMORANDUM**

**DATE:** February 1, 2023 **February 6, 2023**  
**TO:** PERSONNEL COMMITTEE **Committee Meeting**  
**FROM:** Ms. Angelica Barragan-Garcia, Human Resources Director  
**VIA:** Mr. Dennis D. LaMoreaux, General Manager  
**RE:** ***AGENDA ITEM NO. 4.4 – CONSIDERATION AND POSSIBLE ACTION TO APPROVE A CONTRACT WITH CULTURE AMP AS A PLATFORM FOR CONDUCTING EMPLOYEE SURVEYS. (\$4,320.00/YEAR – BUDGETED – BUDGET ITEM NO. 1-02-5070-007 – HUMAN RESOURCES DIRECTOR BARRAGAN-GARCIA)***

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**Recommendation:**

Staff recommends that the Personnel Committee approve a contract with Culture Amp as a platform for conducting employee Engagement/Culture Surveys.

**Alternative Options:**

The alternative is to not recommend a platform focused on employee engagement and culture surveys.

**Impact of Taking No Action:**

As higher than normal changes in workforce continue to occur due to retirements and transitions, there is an increased need for continuous improvement. If the District does not utilize surveys, the needs of staff are difficult to understand and capture.

**Background:**

The District has previously completed hard copy culture surveys that did not have an accountability process for completing action plans based on the results of the survey.

Staff met with 4 different companies that provide solutions focused on engagement/culture surveys. The information gathered for all platforms as part of the comparison analysis were ease of usage, user experience, survey options, methodology, analysis, action plans, anonymity, and benchmarking options.

Culture Amp would provide an improved and streamlined approach to measure employee engagement and create action plans for continuous improvement.

**Strategic Plan Initiative/Mission Statement:**

This work is part of Strategic Plan Initiative No. 2 – Organizational Excellence.

This item directly relates to the District’s Mission Statement.

PERSONNEL COMMITTEE  
PALMDALE WATER DISTRICT  
VIA: Mr. Dennis D. LaMoreaux

-2-

February 1, 2023

**Budget:**

This item is budgeted for \$4,320.00/year under Budget Item No.1-02-5070-007 - Consultants.

**Supporting Documents:**

- Culture Amp Proposal Package
-

# Proposal for Palmdale Water District

Prepared by Tony Pavin, Account  
Executive at Culture Amp

Engagement

Self-Starter plan

FIG 1. LEADING PEOPLE BY READING PEOPLE

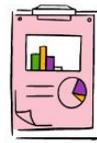


# We help companies to create a *better* world of work

More than 6,000 organizations use Culture Amp to build high-performing teams and deliver on their business goals by putting culture first.

Our employee experience platform combines pioneering people science and technology to help strengthen your employee engagement, improve your team's performance, and truly develop your people.

## The Culture Amp difference:



### All-in-one platform

Our all-in-one solution helps you connect and improve engagement, performance, and development



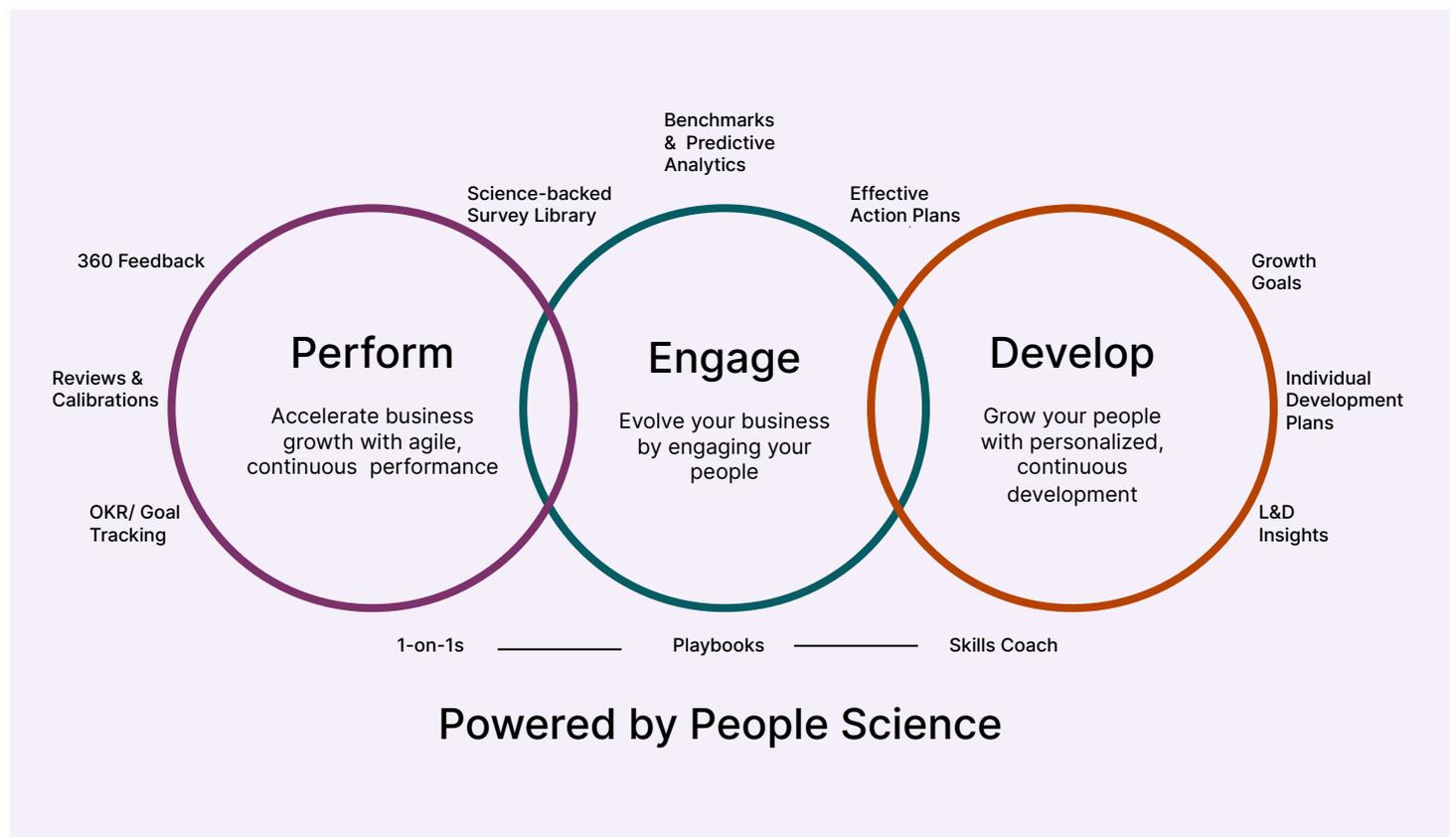
### Trusted Partnership

We offer unmatched guidance from our coaching, education, and support teams - all informed by our in-house people scientists



### Market Leadership

With more than 10 years of market leadership, we provide you with exclusive access to the best research, benchmarks, and tools to transform your people strategy



# A *positive* employee experience makes an impact

The stats and stories are in – a strong company culture is a key competitive advantage.

## Culture Amp helps you:

# 01

### Enhance:

Hiring pipeline, employer brand, talent management

# 02

### Increase:

Customer satisfaction, revenue, profit

# 03

### Reduce:

Turnover, absenteeism, safety incidents

**“Especially at the highest levels, people want to know what’s really going on in the organization. Culture Amp is a key tool in the toolbox of an effective people leader.”**

DAWN SHARIFAN

VP of People at Slack



**“For our developer community, our turnover decreased by 43% and Culture Amp has been critical in helping us achieve that improvement. We see a clear link between employee engagement and commercial success”**

CHRISTOS TSAPROUNIS & STEPHEN MOSS  
Heads of People & Culture at Auto Trader



COMPARED TO LESS ENGAGED COLLEAGUES, ENGAGED EMPLOYEES RESULT IN:

# 43%

more revenue brought in [1]

# 34%

higher customer satisfaction metrics [2]

# 5x

less likely to turnover [3]

[1] Murlis, H. & Schubert, P. (2001). Engage Employees and Boost Performance. Hay Group. [2] Vance, R. J. (2006). Employee engagement and commitment: A guide to understanding, measuring, and increasing engagement in your organization. Alexandria, VA: The SHRM Foundation. [3] Buchanan, L. (2004). The things they do for love. Harvard Business Review, 82, 19-20.

# The world's *leading* employee experience platform

We help thousands of companies worldwide



Certified



Corporation

We're a proud B Corp, working to build a more inclusive, sustainable economy.



We've been recognized as one of the world's top private cloud companies.



We're honored to be part of a list of resilient companies making an impact.

COMPANIES	EMPLOYEES REACHED	QUESTIONS ANSWERED	COUNTRIES
6,500+	10,345,000+	843,310,000+	195



# World-class support dedicated to your success

*Self-starter*



## Account Executive

Your partner at the stakeholder level, collaborating with you to build a successful, longstanding relationship. We work with the experts below to bring you and your team into our global community and support you on your journey to becoming a leading culture-first organization.



## Customer Success

Customer Success Coaches are key partners in crafting your employee experience strategy. Coaches coordinate across Account Management and Support to ensure your strategic goals are achieved while promising a world-class user experience.



## Account Management

Your Account Manager is here to oversee your partnership, ensuring you have the experience you need to meet your desired outcomes. Your Account Manager is on hand to discuss strategic goals, plan updates, renewals, and more.



## Support Advocates

Our support team is ready to help via real-time chat and email support. Reach out with any questions you have about the platform.

# Engagement: Understand your *people* to transform your strategy

We combine people science with intuitive technology to give you the full picture of your employees' experience. Our powerful analytics provide key insights and focus areas, allowing you to pinpoint and take action on exactly what your people need to succeed.

## Employee experience surveys

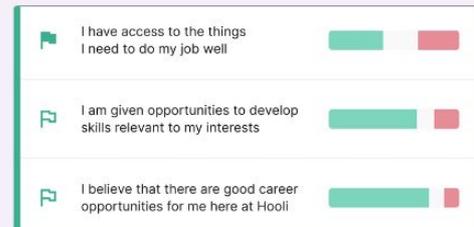
- ✓ Candidate
- ✓ Onboarding (single point & phased)
- ✓ Remote Onboarding (Covid-19/WFH)
- ✓ Exit
- ✓ Intern

## Culture & engagement surveys

- ✓ Engagement (comprehensive and quick surveys)
- ✓ Covid-19 (remote work, returning to the workplace, and more)
- ✓ Wellbeing
- ✓ Benefits
- ✓ Inclusion
- ✓ Values
- ✓ Performance Diagnostic
- ✓ Change Management (pre-change, during/post-change, leading through change)
- ✓ Emergency Response
- ✓ Pulse/Custom Surveys
- ✓ And more!

**Culture Amp has supported us to prove that great data and analytical capability can shift the dial materially on employee engagement”**

TRISTRAM GRAY  
Chief People and Capability Officer at Kmart



Take action on selections →

Fig 1. Recommended focus areas

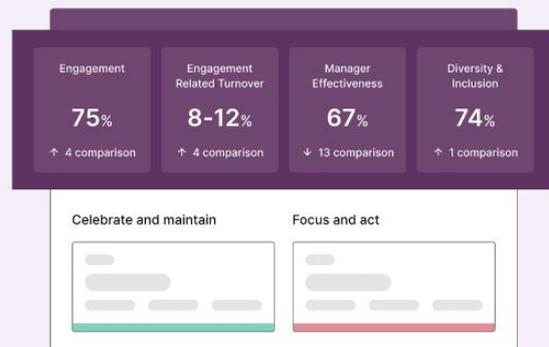


Fig 2. Engagement platform dashboard

Department	Overall Hooli	Product	Sales	Marketing	Operations
No. of Responses	2.1K	699	636	395	210
Engagement	69%	-1	1	0	1
Company Confidence	72%	-3	3	-2	0
Alignment & Involvement	68%	-1	2	-2	3
Enablement	76%	-2	1	-3	4
Feedback & Recognition	74%	-1	0	0	-1
Innovation	72%	0	1	-2	0
Leadership	74%	-1	0	0	1

Fig 3. Heatmaps

# Amplify your managers with a suite of science-backed *tools*

Transform every manager into a leader by helping them learn, practice, and build healthy habits. In turn, they'll better support their teams and become culture champions.

## Deliver daily microlearnings with Skills Coach

Bite-sized interactive exercises on coaching, feedback, resilience, 1-on-1s, and more – all developed in partnership with LifeLabs Learning.

- 94% of managers agree that it improved their coaching and feedback skills
- 68% of managers' peers noticed behavioral improvements

[Learn more about Skills Coach here.](#)

## Provide expert guidance via Playbooks

Quick answers, trusted advice, and tools for building inclusive teams, managing remotely, improving resiliency, and more.

[Learn more about Playbooks here.](#)

## Build meaningful relationships with our 1-on-1 tool

A template to encourage key collaboration and connection between managers and direct reports that includes:

- A shared agenda to encourage co-creation and employee self-reflection
- A predefined check-in to promote deeper discussion on the employee's experience
- Targeted questions to focus the meeting on productivity blockers, not just status updates
- And more!



Fig 1. Skills Coach

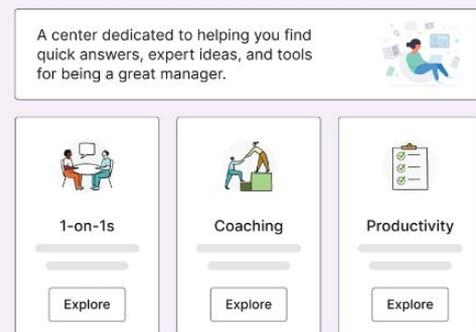


Fig 2. Playbooks

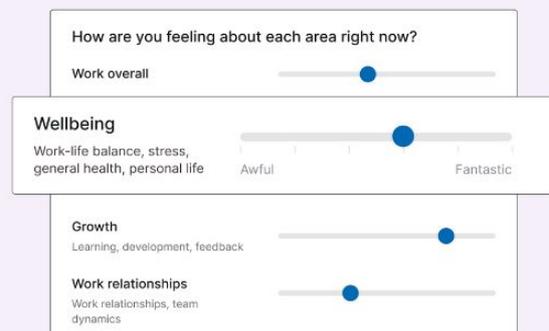


Fig 3. 1-on-1s

# And more helpful features to help you create a better world of work

## Powerful, intuitive analytics across the employee experience

Uncover crucial insights to take high-impact actions that drive positive change.

- ✓ Real-time dashboards and trend analysis
- ✓ Heatmaps
- ✓ Comment text analytics
- ✓ Turnover forecast
- ✓ Focus areas
- ✓ And more!

## Tried-and-true action plans and a wide range of benchmarks

Take meaningful action with our strategic guidance and the largest collection of inspirations from leading companies, thought leaders, and experts. Plus, you can benchmark results against thousands of organizations to gain context and learn from the very best.

[Learn more about benchmarks here.](#)

## Easy integrations to reach your people where they work

- ✓ Namely, Workday, BambooHR, Personio, Success Factors, Fourth (more to come!). For other systems, sync your employee data file using SFTP
- ✓ Slack, Microsoft Teams, Google Chrome
- ✓ SSO, SAML
- ✓ Kiosk mode

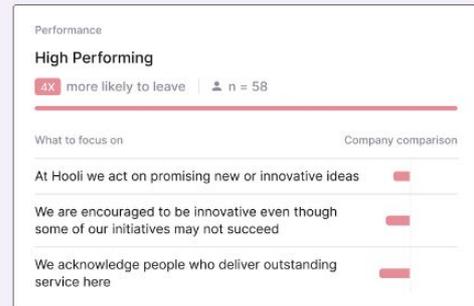


Fig 1. Turnover forecast

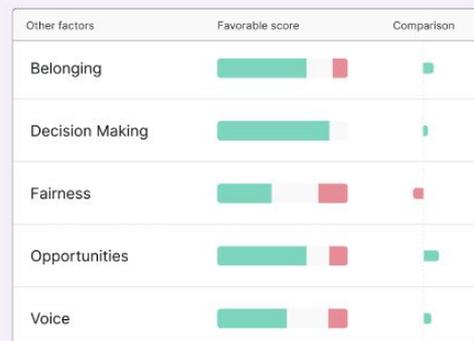


Fig 2. Benchmarks

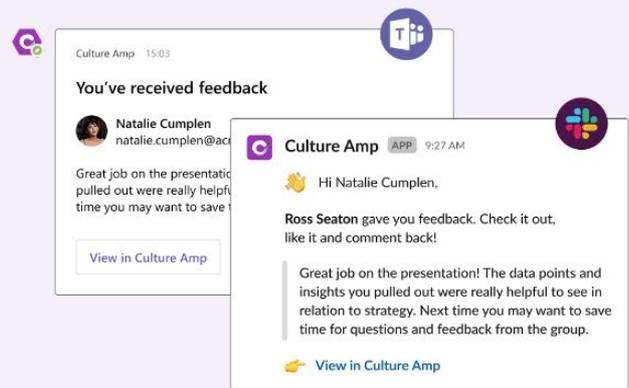


Fig 3. Easy integrations

# Engagement Support Service

*Self-starter*

Receive unmatched support, education, and upskilling to drive positive change at your organization – we're here to help!

## Enjoy convenient support to reach your goals

- One-to-many daily office hours
- Participant email support
- Real-time chat support
- Survey configuration & employee data pre-launch check via email

## Access world-class training and education

- Membership in the Culture First Community of 100,000+
- Expert-led Accelerator Sessions to advance your Engagement strategy
- Unlimited access to on-demand courses in [Culture Amp Training \(CAT\)](#), including:
  - Set Up Your Account
  - Launch Your Survey
  - Understand Your Results
- Access to the [Support Guide](#)

## Maximize impact with project strategy & guidance

- In-Platform Guidance
- Self-Guided Workbook
- Email-Based Survey Design Review

View the complete product and service plans [here](#).

# Customer Journey Self Starter

## Your journey with Culture Amp:

start >

### In-platform guidance

Enjoy in-platform messaging with helpful advice and relevant resources to guide you on your journey\*

### Daily office hours

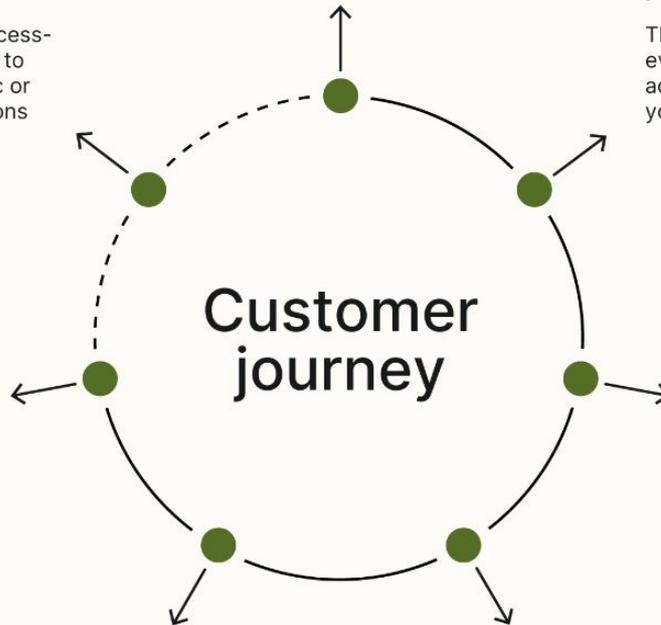
A Customer Success-facilitated forum to discuss strategic or technical questions

### Training course: Set up your account

This on-demand session provides everything you need to set up your account in preparation for starting your Engagement program\*\*

### Training course: Understand your results

This on-demand session reviews what to do after the survey closes\*\*



### Self-guided workbook

Go over the steps you need to complete in-platform and at your organization to launch surveys successfully

### Survey design review

Feedback via email from our Customer Success team to ensure your specific survey is configured for success

### Training course: Launch your survey

This on-demand course walks you through everything you need to do both in and out of the platform to make your survey launch a success\*\*

\* If you need more assistance, a Customer Success expert is there for you

\*\*Access more helpful training courses in Culture Amp Training

## Additional resources to support your success:

### ✓ Email and real-time chat support

Chat with Product Support experts in your region 24/5

### ✓ Accelerator sessions

Access Culture Amp experts in a group setting to learn how you can advance your feedback strategy

### ✓ Membership in the Culture First Community

Access to our global and local communities of practice. You can share, connect, learn and grow through our in-person events and online community

### ✓ Unlimited access to Culture Amp Training

Our customer education platform hosts on-demand courses, quick tips and live sessions to help you get the most from the Culture Amp platform

### ✓ Support Guide

Our help center has everything needed to administer our platform successfully - from articles on loading in benchmarks to creating and sharing reports

# Pricing options

## *Self-starter Service Tier*

We pride ourselves on transparency, therefore Culture Amp offers a single, fixed cost for the contract duration that includes all of the tools, services, resources, and templates you need. Through our experience, we believe we can confidently predict what your organization needs to be successful; should that require more effort or time on our side, that is Culture Amp's risk, and not yours. We believe this transparency and holistic approach sets us up for long-term, successful partnerships.

Modules	EE Count	1 Year Contract
Engagement	Up to 100 Employees	\$4,320

## Engagement

Modules included

## Self-Starter

Support tier

✓ Unlimited

Number of surveys

## Up to 100 Employees

Employees includes organic headcount growth with annual review

Number of employees

- ✓ SFTP integration
- ✓ Single Sign-On
- ✓ Collaboration Tools (i.e. Microsoft Teams, Slack)

Integrations included

- ✓ Customer Success Coach
- ✓ 24/5 email & chat support
- ✓ Implementation

Support services

# Yellow increases engagement during a digital *transformation*



**Industry: Media & Internet**  
**Employees: 300+**

## Background:

Yellow, known for delivering the iconic Yellow Pages business directory, intends to grow their digital offering and wanted to ensure their internal culture aligned with their progressive ambitions. The People & Culture team saw their old “clunky” employee feedback tool as a roadblock in achieving meaningful, strategic change and needed a tool to drive innovation from the inside out.



### AT A GLANCE:

- Engagement score: ↑ 27%  
(note: in general, ↑ 5% is significant)
- Survey completion rate: 90%

**“We used to have to pull a full spreadsheet manually. It was horrible. It made it difficult to take action and understand people in a deeper way. Culture Amp makes it easy to view and convey the actions on the back of a survey. Teams can view their own results. It’s all much more accessible.**

**Culture Amp is really progressive too, it’s not just a survey. They really understand people deeply. They do things in an innovative way and that really stood out to us.”**

JOVITA STELLMACHER  
People Experience Partner

Read the full story [here](#)

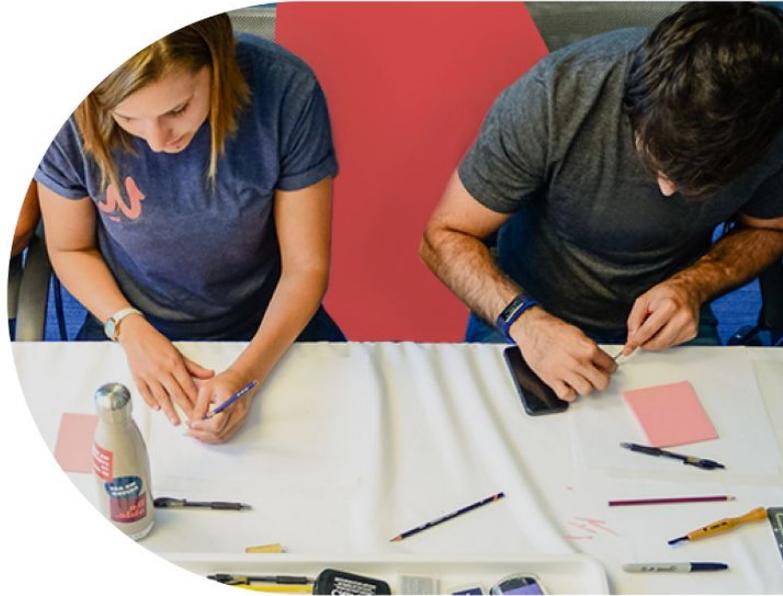
# Udemy *focuses* on growth, development, and DEI



Industry: E-Learning  
Employees: 4,500+

## Background:

Udemy saw an opportunity to maintain a pulse on how employees are feeling across all dimensions while keeping them engaged and focused on their growth and development. This is especially important in a changing world where careers are shifting quickly, roles are merging, and new skills are needed.



### AT A GLANCE:

- Leadership communicating a vision that motivates employees ↑ 21%

**“Culture Amp is an important piece for me to make sure we’re collecting employee voices in a meaningful way. The ability to insert DEI questions and get an accurate pulse on the state of belonging at Udemy was critical for us, and ensuring that questions are structured to give us accurate insight is huge.**

**I’ve been able to work more strategically with our executive team and give solid guidance on how to interpret and use these results as well as how to create action plans. I consider the Culture Amp customer success team to be true partners.”**

SHELLEY OSBORNE  
Vice President of Learning

Read the full story [here](#)

# Scout24 rallies employees after rapid *transitions*

**SCOUT 24**

**Industry: Internet**  
**Employees: 1,500+**

## Background:

A private equity company took over the majority stake in Scout24 from Deutsche Telekom, bringing in a new management team, company culture, and operational model. Soon after, the company went public. These rapid transitions caused friction, dissatisfaction, and insecurity among employees, but there was no system in place to identify the best actions to take.

### AT A GLANCE:

- Focus on manager feedback led to ↑ 33% on item “do you have regular feedback with your direct manager”
- Manager involvement has created a virtuous cycle of momentum – with 100% of reports consistently being viewed by managers

Read the full story [here](#)



**“Our first employee feedback survey with Culture Amp helped us rally everyone – managers and employees – around working together to build a better company culture. The increasing variety of Culture Amp’s external benchmarking data really helps us to identify our opportunities to improve.**

**We have come a long way in the last three years partnering with Culture Amp, and we still have a lot planned for the coming months.”**

JENNY WALTHER  
Senior Engagement Specialist



Thank you for  
your consideration