creztline village



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To:Board of DirectorsFrom:Alan Clanin, General ManagerDate:December 14, 2018Subject:Salary and Benefit Review

** CONFIDENTIAL **

Last June, the Board of Directors requested the District conduct a Salary and Benefits survey to insure the District is in a position to retain current employees and to attract quality employees.

History: Salary Surveys are typically conducted every 3 to 5 years and are designed to compare several areas of compensation with that of other districts. Crestline Village Water District last conducted a similar Salary Survey in 2015 that addressed the following;

- Transfer responsibility for the employee CalPERS contributions back to the employees.
- Adjust employee compensation and benefits to be competitive with other Districts and to encourage longevity.
- Adjust Paid Time Off (PTO) policy to reflect changes in State law regarding mandatory Sick Leave.

Analysis: The results of the Salary and Benefits Survey conducted solicited information from seven neighboring water districts that would be likely candidates to hire current or potential employees. While exact comparisons are difficult at best to establish, the survey indicates that the District appears to be slightly above the average of the other districts surveyed. While this is not a bad position to be in, the Board desires to move its compensation and benefits package to an above average position to not only be in a better position to attract quality future employees, but to also retain the current quality employees of the District.

Recommendation: The President of the Board of Directors create an Ad Hoc Committee and appoint two Directors to work with the General Manager to determine if an adjustment to the current Salary Schedule and Benefit Package is necessary.

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	Genera CucamongaVWD	General Manager: WD Set by Board	\$291,300		4	Offic RSWD Compensated 8% for CalPERS	Office Manager: Base	\$158,486	
7	East Valley WD	Set by Board	\$273,291		7	CucamongaVWD Compensated 6% for CalPERS	High Median Low	\$147,641 \$116,973 \$93,174	
ŝ	West Valley WD	Set by Board	\$233,335		ŝ	CVWD	High Median Low	\$147,051 \$112,512 \$77,974	
4	CLAWA (per Transpare	VA Set by \$ Board (per Transparent California 2015)	\$203,637 ³¹⁵⁾		4	CLAWA Compensated 8% for CaIPERS	High Median Low	\$136,702 \$109,128 \$81,635	
ы	RSWD	Set by Board	\$169,824		ъ	East Valley WD Compensated 6% for CaIPERS	High Median Low	\$129,840 \$114,395 \$98,951	
9	LACSD (per Transpare	Set by Set by Board (per Transparent California 2016)	\$162,047 ³¹⁶⁾		Q	West Valley WD Compensated 8% for CaIPERS	High Median Low	\$124,854 \$113,781 \$72,469	
~	BBCCSD	Set by Board	\$158,724		7	BBCCSD	High Median Low	\$118,476 \$103,303 \$88,150	
∞	CWD	Set by Board	\$153,982		ø	LACSD	High Median Low	\$117,166 \$102,304 \$87,443	

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	Field S RSWD	Field Supervisor:	\$158,836	-	CLAWA	Foreman:	\$114 994	
•	Compensated 8%			1	Compensated 8%	Median	\$97,316	
	for CalPERS				for CalPERS	Low	\$79,639	
2	CLAWA	High	\$150,919	2	CucamongaVWD	High	\$109,710	
	Compensated 8%	Median	\$121,636		Compensated 6%	Median	\$97,047	
	for CalPERS	Low	\$92,352		for CalPERS	Low	\$84,384	
m	CucamongaVWD	High	\$147,641	ς,	CVWD	High	\$97,073	
	Compensated 6%	Median	\$126,539			Median	\$80,682	
	for CalPERS	Low	\$105,436			Low	\$64,292	
4	CVWD	High	\$130,278	4	West Valley WD	High	\$94,659	
		Median	\$99 , 693		Compensated 8%	Median	\$81,034	
		Low	\$69,159		for CalPERS	Low	\$67,410	
S	West Valley WD	High	\$119,302	Ω	LACSD	High	\$89,673	
	Compensated 8%	Median	\$96,0 <mark>8</mark> 5			Median	\$78,306	
	for CalPERS	Low	\$72,869			Low	\$66,938	
9	BBCCSD	High	\$112,568	9	RSWD	Base	\$86,009	
		Median	\$97,291		Compensated 8%			
		Low	\$82,013		for CalPERS			
7	East Valley WD	High	\$109,503	7	East Valley WD	High	\$81,481	
	Compensated 6%	Median	\$104,377		Compensated 6%	Median	\$77,666	
	for CalPERS	Low	\$99,251		for CalPERS	Low	\$73,852	
00	LACSD	High	\$101,384	00	BBCCSD	High	\$78,497	
		Median	\$88,540			Median	\$69,720	
		Low	\$75,695			Low	\$60,942	

	Ser	Serviceman:			Customer Service Representative:	vice Represel	ntative:
H	CLAWA	High	\$99,169	ц Г	CWD	High	\$84,926
	Compensated 8%	Median	\$75,757			Median	\$64,504
	for CalPERS	Low	\$52,345			Low	\$44 , 803
2	CucamongaVWD	High	95,394	2	CLAWA	High	\$75,609
	Compensated 6%	Median	\$79,521	-	Compensated 8%	Median	\$59,823
	for CalPERS	Low	\$63,650		for CalPERS	Low	\$44,038
m	West Valley WD	High	\$90,166	ε	West Valley WD	High	\$74,261
	Compensated 8%	Median	\$67,972		Compensated 8%	Median	\$58,919
	for CalPERS	Low	\$45,777		for CalPERS	Low	\$43,176
4	CVWD	High	\$88,046	4	CucamongaWWD	High	\$66,869
		Median	\$68,639		Compensated 6%	Median	\$59,154
		Low	\$49,233		for CalPERS	Low	\$51,440
5	RSWD	High	\$78,595	ъ С	East Valley WD	High	\$66,673
	Compensated 8%	Median	\$67,902	1	Compensated 6%	Median	\$58,118
	for CalPERS	Low	\$57,209		for CalPERS	Low	\$49,563
9	East Valley WD	High	\$77,601	9	RSWD	High	\$67,305
	Compensated 6%	Median	\$67,285		Compensated 8%	Median	\$58,611
	for CalPERS	Low	\$57,567		for CalPERS	Low	\$49,918
7	LACSD	High	\$70,267	7	BBCCSD	High	\$59,550
		Median	\$53,793			Median	\$50,990
		Low	\$37,320			Low	\$42,429
8	BBCCSD	High	\$58,633	∞	LACSD	High	\$57,678
		Median	\$50,157			Median	\$47,424
		Low	\$41,681			Low	37,170

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	CVWD	CLAWA	LACSD	RSWD	CucamongaVWD	BBCCSD	East Valley WD	West Valley WD
Number of Full-Time Employees:	13	10	55	Wastewater Treatment, 4 WW	127	35	02	
General Manager:	Wage set by Board	Wage set by Board	Wage set by Board	Wage set by Board	Wage set by Board	Wage set by Board	Wage set by Board	Wage set by Board
Under policy direction of the Board of Directors, is chief executive of the District; working through		\$162,540 - \$228,996						
subordinate managers and supervisors, is	Currently:	Currently:	Currently:	Currently	Currently	Currently.	Currently:	Currently.
responsible for all agency activities, including desirm construction finance merations and	\$153,982	S188,553.00 ther Transparent California 2015)	\$162,046.81 [per Transparent California 2016]	\$169,824,00	2291,300,00	\$158,724	\$131.39 per hour \$273,291	\$222,221- \$244,444
main(enance.								
Office Manager:	Pay Range 28-43	Pay Range 24AA-30AF	Operations Manager 19A1 - 19A77	Administration Supervisor	Chief Financial Officer	Adminstrative Department Manager	Cust Serv Supv / Business Services Manager	Cust Serv Supv / Business Services Manager
Under administrative direction of the General	\$77,126 - \$146,203	\$75.588 - \$126.576	\$87,443,20 - \$117,166,40	Base \$146.515	\$87,900 - \$139,284	\$88,150 - \$118,476	\$93,350 - \$122,491	\$67,101-\$115,606
Manager, is responsible for a variety of								
administrative service activities, which include	Currently							
finance, investments, data processing, customer service mater reading and collections insurance	VIIIaunua 224, FTT2							
and risk management, personnel and employee								
relations and purchasing. Customer Service Representative:	Pay Range 7-21	Pay Range 12-18	Grade 1000 -1150	Administrative Assistant/Senior Rilling Clerk	Customer Service Renresentative	Customer Service Representatives	Customer Service Representative 1-3	Customer Service Representative 1-3
l Indar renarat sunawision movidas customar	544 RD3 - 584 926	\$40.776 - \$70.008	\$37,169,60 - \$57,678,40	\$45.989 - \$62.088	\$48.528 - \$63.084	\$42,429 - \$59,550	\$46,758 - \$62,899	\$39,978-\$68,390
service, is responsible for maintaining customer								6) 5
accounts, processing water billings, answering	Currently:							
customer inquiries, processing payments and	\$50,648 - \$64,729							
following up on delinquent accounts; may balance								
receipts and prepare bank deposits, other duties as								
Field Surveyleor	Pav Ranno 24.78	Pav Ranna 27.33	Grade 17R	Water Division Supervisor	Water Supervisor/Manager	Superintendents	Field Service Supervisor	Maintenance / water cuality
	ray nange 24-30	Fay Nanya 27-32.	Ciaug 1/0	CONSIGNING CODENSION	600 469 6130 784	CID C 112 403	601 350 - €103 022	\$67 101- \$110 004
Under general supervision of the General Manager, is resconsible for njanning design construction and	000°101 - 3178'720	04/2010 - 710,000	000007'1018 - 000040'018			001'''''''''''''''''''''''''''''''''''		
inspection of new wir treatment equipment and wir	Currently.							
distribution facilities and appurtenances; coordinates	\$108,721							
and directs operations activities, including treatment								
equipment and distribution system maintenance;							•	
performs customer service work and other duties as required.								
Foreman:	Pay Range 20-26	Pay Range 24-26A	Grade 1600	Operator 3	Water Utility Supervisor	Foreman	Senior Field Service Worker	Senior Field Service Worker
Under general supervision, is responsible for	\$63,294 - \$96,075	\$73,740 - \$106,476	\$66,788,80 - \$89,523.20	Base \$79,082	\$79,608 - \$103,500	\$60,777 - \$78,332	\$69,389 - \$76,586	\$62,046 - \$87,277
coordinating and directing operations activities,								
	Curteriuy							
system functions; performs customer service work and other duties as required.	nn'n¢							
Serviceman:	Pay Range 10-22	Pay Range 15AA-23AF	Grade 11A - 1350	Water Operator 1-3	Water Utility Worker II / Water Treatment Operator II	Service Workers, Operators, Specialists	Field Service Worker	Water Maintenance Worker / Oberator 2
Under direct supervision, operates, maintains and	\$48,235 - \$87,048	\$48,468 - \$91,824	\$37,169.60 - \$70,116.80	\$52,416-\$72,218	Base \$56,648-\$84,900	\$41,516 - \$58,468	\$54,025 - \$72,925	\$42,016 - \$83,117
installs water treatment equipment and water	;			-				
distribution facilities and appurtenances, maintains records of activities, performs varied unskilted or	Currenty: \$54,558 - \$82,846						-	
semi-skilled manual tasks in the field or shop.	9 2							
performs customer service work and other								

	No max	Modical, Dental & Vision	Medical, Dental & Vision	Medical, Dental & Vision	Medical, Dental & Vision	Medical, Dental & Vision	Medical, Dental & Vision
AD&D. Long Term Disability Short Term Disability Employer Twee amual salary to a maxim of \$100,000 N/A	Sec.	\$1836.06 District Share Amount Covers Medical, Dental & Vision	H.	Executive Staff, District pays 80% emboyee pays 20% All other staff: District pays 85% employee pays 15%	>	Minimum \$128 per month plus \$5 of difference for all Management, 10% for all other classifications 100% for all employees and dependants	100% for all classifications and dependants
Twee amula ealary to a mula ealary to a makin of \$100,000 N/A		AD&D, Long Term Disability & Short Term Disability	AD&D, Long Term Disability & Short Term Disability	AD&D, Long Term Disability & Short Term Disability	A AD&D, Long Term Disability & Short Term Disabili	AD&D, Long Torm Disability & Short Term Disability	AD&D, Long Term Disability & Short Term Disability
NIA NIA NIA NIA New Year Day, Peater Day, 4th of July, Memoral Day, 4th of July, Memoral Day, 4th of July, Memoral Day, Veteran's Day, Labor Day, Veteran's Day, Labor Day, Veteran's Day, Labor Day, Veteran's Day, Christmas and Christmas Floaturg holiday 2.5% every 5 yrs after 5 years of service of service days/year days/year days/year 2.5% Leave PTO included in above.		Employer Twice annual salary to a maxium of \$350,000	Employer Twice annual salary to a maxium of \$225,000	Employer AD&D = \$4 90 per employee monthiv		Employer Management \$150,000 All others \$100.000	Employer Twice annual salary to a maxium of \$125,000
NA NIA NIA Paid Holidays Paid Holidays New Years Day, Presidents Day, Memorial Day, 4th of July, Labor Day, Vetera's Day, Labor Day, Saration Say, 1 Aration Labor PTO: 1-5 years = 22 working days/year ads/year ads/year PTO: 1-5 years = 32 working days/year PTO included in above.	NA	NIA	N/A	LTD = \$0.305 per \$100 of covered monthly payroll	\$15,000 death benefit for active employees	NIA	LTD = 70% of earnings or \$5000, whichever is less
Paid Holidays To per var New Yeans Day, Presidents Day, Mamorial Day, 4th of July, Day, Mamorial Day, 4th of July, Christmas and Christmas Christmas and Christmas Floating holiday Paid Poly Sys affer 5 years Cavery 5 yrs affer 5 years days/vear days/vear days/vear days/vear days/vear days/vear Slick Leave PTO included in above.	N/A \$10,000,00 (decreases with age)	N/A N/A	NIA NIA	STD = \$0.050 per \$10 of wookiy benefit	Paid by District	VIN	A/A
10 per year New Year Day, Hord July, Memoral Day, Hord July, Thanksgiving and day atter, Christmas and Christmas Floating holiday 2.5% every 5. yra after 5 years of eevice 2.5% every 5. yra after 5 years days/year days/year days/year days/year days/year days/year days/year	Paid Holidays	Paid Holidays	Paid Holidays	Paid Holidays	Paid Holidays	Paid Holidays	Paid Holidays
Labor Day, Voleran's Day, Thanksgiving and day after, Christmas and Christmas Floating holiday 2.5% every 5 yrs after 5 years of service of service 2.5% every 5 yrs after 5 years of service avs/vear days/vear days/vear days/vear avs/vear avs/vear bro included in above.	dents h of	n Luther	n Luther Day,	10 + 3 personal days Full Day Hoidays: New Year's Day, Presidents Day, Memorial Day, July 4th, Labor	idents	13 New Years Day, Presidents Day, Mernorial Day, 4th of July,	12 New Years Day, Presidents Day, MLK Day, Memorial Day, 4th of July,
Christmas and Christmas Floating holiday Longevity Pay 2.5% every 5 yrs after 5 years of service days years = 22 working days/year = 22 working days/year = 32 working days/year = 32 working	Labor Day, Veteran's Day, I Thanksgiving and day after,	Independence Day, Labor Day, Veteran's Day, Thanksgiving and day after,	Memonal Day, 4th of July, Labor Day, Veteran's Day,	Dav. Veterans Dav. Thanksgiving Day & day after. Christmas Eve (if it faits Monday - Thursday), and	Labor Day, Veteran's Day, Thanksgiving Day, Thanksgiving Friday	Labor Day, Veteran's Day, Thanksgiving and day after,	Labor Day, Veteran's Day, Thanksgiving and day after,
2.5% every 5 yrs after 5 years of service di service Vaciation Leave PTC: 1:5 years = 22 working days/year witing days/year = 32 working days/year PTO Included in above.	Christmas and Christmas Floating holiday	Christmas and day after	Thanksgiving and day after, Christmas day, New Year's Eve Day, floating holiday	Christmas Dav Haif Day Holidays - Good Fridary, and New Yoars Eve (must be employee's scheduled work dav)	Christmas Eve and Christmas Day and 16 hours of Floating Holiday	Christmas and Christmas Floating holiday	Christmas and Christmas Floating holiday
2.5% every 5 yrs after 5 years of service of service Vacation Leave PTO: 1-5 years = 22 working days/year = 32 working days/year = 32 working days/year = 32 working		1 and the Barr			I annovites Dass	Taxanity, Dar.	Loosodh Dav
Vacation Laave PTO: 1-5 years = 22 working deys/year working days/year 11+ years = 32 working days/year PTO included in above.		Completion of: Completion of: 120 months = 1.0 week's pay 120 months = 2.0 week's pay 240 months = 2.5 week's pay	0	0	0	4a - 1	After C5 years: \$150, After 10 years: \$150, After 15 years: \$225, After 20 years: \$475, After 25 years: \$600
PTO: 1-5 years = 22 working days/vear 6-10 years = 22 working 4ays/year 11+ years = 32 working days/year FTO included in above.		Visited and a				At a set the set	
Sick Leave PTO included in above.	Vacation Leave 1-5 years = 2 work weeks 6-10 years = 3 work weeks 11-15 years = 4 work weeks years years	Vacation Leave 0-60 Months = 6 67 hours / mo 61-120 Months = 10.00 hours / 121 Months + = 13.33 hours / 1	Vacation Loave 1-5 years = 2 work weeks 6-10 years = 3 work weeks 11-15 years = 4 work weeks 11-15 years = 4 work weeks Longevity = 8 additional hours for each year from 16-20	vacation Leave 10 days after 1 year 20 days after 10 years	Vector Level D6 yrs 13 Days, 7-10 yrs 18 Days plus 1 Days / Year Days / Year	v deallon Leavo less than 3 year - 104 hours per year 3-15 years - 160 hours per year 15 years plus - 208	Vacation Loavo After 1 year: 80 hours After 9 years: 120 hours After 9 years: 160 hours After 14 years: 200 hours
PTO included in above.		614 F			Ordel 1		
	1 day per month	12 Days	8 hours per month	Jick Leave 12 days per year	B hours per month	Jun Leave 104 hours/year	12 days per year
Administrative Leave	Administrativo Leavo		Administrativo Leave	Administrativo Loave	Administrative Leave	Administrative Leave	Administrative Leave
Ŷ	ž	2	Comp time accrued for exempt staff = 1,5 hours for each hour worked in excess of 8 hours/day	GM - 5 days C/O's - 5 days Executive Staff - 3 days Supervisors - 2 days	40 hours per year for Exempt employees	Executive Management 64 hours/vear Senior Management 56 hours/year Management 48 hours/year Professional 40 hours/year	Executive Management 64 hours/year Senior Management 56 Management 48 hours/year Professional 40 hours/year
Employee Assistance Program: No	QN	Yes, 3 Face-to-Face Counseling Sessions	Yes	Yas	Yes	Q	Ŷ
Alternative Work Schedule: No	οN	, Yes	PN	Yes	Yes	9/80	Yes
otat works o nour age Monday - Friday		Employee has a choice of traditional work schedule or a 9/80 work schedule.		9/80 work schedule Executive Staff works 8 hour days Monday - Friday Water Treatment Plant - rotating shifts	80 hours within 2 week period. 5/8 (x2), 9/80, 4/10		9/80 work schedulo Executive Staff works 8 hour days Monday - Friday

			IACCD	DWD	CircamondaVWD	BRCCSD	Fast Valley WD	West Valley WD
On Call/Standby Pay:	On Call/Standby Pay:	On Call/Standby Pay:	On Call/Standby Pay	On Call/Standby Pay:	On Call/Standby Pay:	On Call/Standby Pay:	On Call/Standby Pay:	On Cat/Standby Pay
	and	Rotated between field personnel. 16 hours overlime at time and one-half for the week minimum. Holiday Steak minimum. pays double hourly rate.	Compensation for on-call will partial week with be prorated at \$100 per day R R	승 문 물 물 물 물 물 물 물	field iday	16 hours of straight time for week of on-call after hours Duty	Roiated between field personnel, 540.00 per day for 7 day 580.00 per holiday 2 hour minimum per call	Rotated between field personnel 1 hour per day overtime at time and one-half for the week minimum. 2 hour minimum. Holiday Standby pays double hourly rate.
Incentive Pay:	T1 = 2.5% T2 = 2.5% D1 = 2.5% D1 = 2.5% D2 = 2.5% D2 = 2.5% Cross Connection D2 = 2.5% Cross Connection 2.5% Notary Public (Necessity determined) = 2.5% Cross Connection 2.5% Cross Connection 2.5%	T1-T3/D-1-D3 = \$0,75 per hour T4-T5/D4-D5= \$1,00 per hour Cross Cannecilion Specialist/Backflow Tester = \$0,75 per hour	Cartification incentive pay Up to \$50 per certification over what is required \$150 / Mo Max	Cartification incentive pay = 30.50 be hour for each contification over what is required up to a maximum of incentives for both required and obtant cartifications \$1,40-55,240 per year and obtant cartifications \$1,40-55,240 per year and obtant cartifications \$1,40-55,240 per year and obtant cartifications \$1,40-55,240 per year constrations; CWEA Creas connection; Collections System Maint, WEA Plant Maint, CWEA Mechanica Toch, CWEA A Mechanica Toch, CWEA approved by GM	o		51 500.00 one time payment per certification above District requirements	°
Merit Raise - If not @ top of Salary Scale:	Merrit Raise 5% At the discretion of General	Merit Raise No	Merit Raise 5% At the discretion of General	Ment Raise % based At the discretion of General	Ment Raise No	Merit Raise No	Ment Raise Up to 5% for hourly Up to 10% for Management based on prerequisite criteria	Mertî Ralse 0%
Social Security:	Social Security. No	Social Security. No	Soctal Security Yes	Social Security. Yes	Social Security: No	Social Security Yes	Social Security. No	Social Security. Yes
Retirement: Formula Classic: Employee Portion Classic:	CalPERS 2.5% @ 55 8% Paid by Employee Post Employee Pension Ration Act Employees pay 6.5% @ 62. Employees pay 6.5%	CalPERS 2.7% @ 55 8% Paid by District	CalPERS 2.5% @ 55 2014 EEs 2% at 62 District Does Not pay anything	CalPERS 2.7% @ 55. 9% Pard by District (accept for GM) COLA compensated transition of 8% EPNC to employees by 2019	CalPERS Tiar 1 - 2.5% @ 55 (eos hind port of 1/1/2011) Employee Portion - ee's pay 2% eff 1/1/2015 Tiar 2 - 2% @ 60 (effective 1/1/1/2011) Employee Portion - ee's pay 2% eff 1/1/2015	CarPERS Clarstor - 2.7% @ 55 and Tren 1 - 2.5% @ 55 8% paid pro-tax by employee for both groups Post Pension Raform Act Employees pay 6.5% Employees pay 6.5%	CalPERS 2.7% @ 55 Employee Portion - 2% contribution	CalPERS 2.0% @ 55 100% Employer paid Post Employee Pension Reform Act Employees pay 6.5% @ 62. Employees pay 6.5%
Deferred Compensation:	Deferred Compensation: Optional 457 Plan Contribution Paid by Employee	Deferred Compennation: Optionuol 457 Plan Contribution 459 Plan Employeed	Deferred Compensation: Option 457 Plan Prior 2014 2% 2014 New Ees = Contribution Paid by Employee	Deferred Compensation: Nationwide 457 Contribution Paid by Employee	Deferred Compensation: 457/b19fans Contitution Paid by Employee	Deferred Compensation: 3 optional 457 pinns available all contributions paid by employee	Deferred Compensation: Optional 457 Plan Distinct Matching: Executive and Senior Mgt- \$150,Mo, Management- Professional SUPV & Confi- Professional SUPV & Confi- \$125,Mo.	Deferred Compensation. Optional Matches employee District Matches employee contributions
Cell Phone:	Cell Phone Allowance Pager provided by District for en-call purposes. 70.65 per month for field staff \$135.14 per month for GM	Cell Phone Allowance \$30/month for smartphones paid in December	Cell Phone Allowance \$55 paid Monthly	Cell Phone Allowance GM and Supv \$360/year On-call cell phone provided	Cell Phone Allowance District cell phones are issued Mid Exocutive Management, Mid Managers, Supervisors, Leads	Coll Phone Allowance Basic plan for empkyees / upgrades for Management	Cell Phone Allowance Option of \$100/month for Senior Management	Cell Phone Allowance Cell Phone provided by District
Boot Allowance:	Boot Allowance \$150.00 paid annually	Boot Allowance No	Boot Allowance \$150		Boot Allowance twice a year	Boot Alkowance up to \$165 per year	Boot Allowance \$300 per year	Boot Allowance \$200 twice per year
Physical Fitness Allowance:	Physical Fitness Allowance Physical Fitness Allowance	Physical Fitness Allowance	Physical Fitness Allowance	Physical Fitness Allowance \$250 / year	Physical Fitness Allowance	Physical Fitness Allowance Physical Fitness Allowance	Physical Fitness Allowance	Physical Fitness Allowance

Car Allowance:	Car Allowance	Car Allowance Car Allowance	Car Allowance	Car Alłowance	Car Allowance	Car Allowance	Car Allowance	Car Allowance
	Vehicle provided to General Manager and Field Supervisor for full-time use.	Vehicle provided to General Manager	Yes, Varies from Milage Expense for some positions to \$600 for GM	NIA	Car Allowance for GM = \$1,100/monthly	Vehicle provided for General \$250.00 per m Manager full time use Management	Vehicle provided for General \$250.00 per month for Sonior Vehicle provided to General Manager full time use Management	Vehicle provided to General Manager
		Vehicle allowance to Assistant	Vehicle		Vehictes are assigned to the	Vehicle provided others as	\$500.00 per month for	and Supervisors as required.
		General Manager	needed for work		Assistant GM, Chief Operating	needed for work	Executive Management,	
					Officer, Construction &		\$1000.00 per month for	
					Maintenance Superintendent,		General Manager	
					Water Treatment			
					Superintendent, Water			
					Production Superintendent,			
					Field Supervisors, and Stand-			
					by personnel			