



# TEXAS ALLIANCE OF GROUNDWATER DISTRICTS 2021 SALARY STUDY

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# SECTION 1 – INTRODUCTION AND METHODOLOGY

## Introduction

Texas Alliance of Groundwater Districts (TAGD) is a 501(c)(3) non-profit organization established in 1988 to support Texas groundwater conservation districts and their efforts to conserve, preserve, and protect Texas groundwater. TAGD provides educational and technical assistance to member districts and the public, serves as a resource on groundwater issues with state officials, assists members in keeping current with state law, and is a central point of contact for information on groundwater issues and practices.

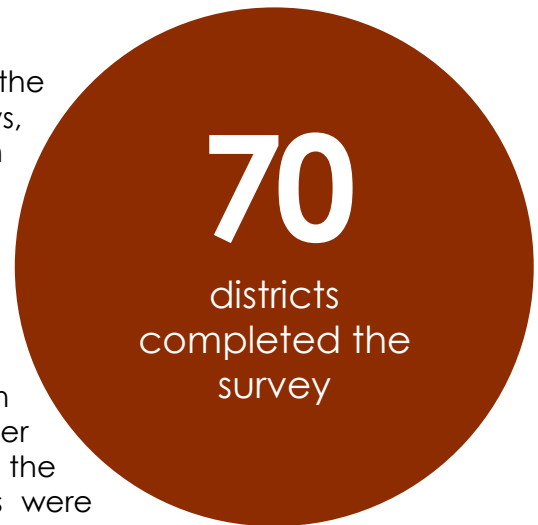
Membership in TAGD offers groundwater conservation districts (GCDs or districts) and associate members the opportunity to exchange information concerning rules, procedures, programs, practices, and other duties involved in the operation of a GCD. Throughout the years, district managers and board members have turned to TAGD for guidance and compensation data to help them use their funds effectively and retain personnel. While each district has unique operations and challenges, metrics about what other GCDs offer seems to be the most helpful to GCD leaders as they determine salaries and compensation for their employees.

In 2014 and 2015 TAGD endeavored to equitably quantify the value of certain positions typically found in GCDs. The Salary Study Committee, created by then-President Kathy Turner Jones and chaired by Leah Adams (formerly of Panola County GCD), developed TAGD's first comprehensive salary document with a framework that assigned points based on 12 compensable factors for a staff position and matched it to a district's complexity measurement that weighed a district's number of employees, number of counties, population, budget, and square miles. The study also presented benefits data and guidance on how the document could be used to create an organizational pay structure. The data presented is very thorough, but due to the complexity of the survey, usable data was only collected for 15 or fewer instances of each position.

When asked for salary data in recent years, TAGD staff have typically directed members to review the 2015 Salary Study and adjust for inflation. In early 2021, Executive Director Leah Martinsson asked the committee if there was any desire for TAGD to carry out another salary study in the future with a different methodology from the 2015 study. Executive Committee members agreed that collecting and providing compensation information is very relevant to TAGD's mission and it is a very valuable service to TAGD member GCDs. At the June 2021 TAGD Regular Business Meeting, Leah Martinsson announced that TAGD would soon be conducting a more streamlined survey to develop an updated TAGD Salary Study.

## Methodology

To balance the need for accurate information with the limited time GCD staff have to participate in surveys, TAGD staff aimed to develop a data collection strategy that managers could complete quickly and easily while still collecting relevant data. TAGD Executive Director Leah Martinsson and Programs & Operations Manager Julia Stanford compiled a list of positions typically found at Texas GCDs and determined a few questions to ask about each position. The Google Forms survey was launched on June 18 via email to the primary contact for all member districts. Members received reminders to complete the survey on June 25, July 2, and July 9. Responses were accepted through July 16. It is the data collected through this survey that is presented in this report. 70 districts completed the survey, which represents nearly 80% of TAGD member GCDs.



### METHODOLOGY HIGHLIGHTS

Only full-time employees included

Hourly wages multiplied by 2,080 to translate to annual salary

Positions or categories only presented for those with 5 or more full-time employees represented in survey responses

Salaries are gross annual salary and do not represent the total compensation package

All data was reported by GCD staff and has not been independently verified

### Positions

In the salary tables in the following sections, only full-time positions serving one district were included, with a few exceptions. This approach was confirmed with the districts involved. Several districts that share staff and operations were combined for this study. For example, this means that the salaries of someone managing two small districts can be compared to others with comparable duties managing a district of a similar size and budget of the two districts combined. These and other special scenarios are as follows:

- One district's general manager serves full time, with half being paid and the other half on a volunteer basis. For purposes of this study, their salary was scaled up as if they were paid for full-time.
- Two districts share a general manager, with one district employing the manager and invoicing the other district for 40% of the manager's total compensation package as well as any expenses directly related to that district's functions. The two districts maintain separate offices that each have an office manager. The districts were combined for purposes of assessing the general manager's salary, but separated for the other positions and benefits.

- Two districts have an interlocal agreement that the general manager of one district performs work for the other and invoices appropriately. The general manager acts as the manager for both districts, although a consulting manager is also retained at the other district. For this study the districts were combined and salary data on the consulting manager was omitted. The districts are separated for benefits analysis since they operate independently for each of their employees.
- One person serves as the general manager for a utility authority and the two GCDs that the authority manages. The two districts share staff and offices, paying the utility authority for services rendered on an hourly basis. This study combines the districts for all full-time positions and benefits analysis since all staff members are employed by the utility authority.

All salaries presented in this survey are gross annual salary and do not represent the full compensation package including any retirement contributions or insurance offerings. Hourly salaries were converted to annual on the basis of 2,080 hours worked each year. While there is some data about overtime compensation included in the benefits section of this report, this survey did not address exempt/non-exempt status under the Fair Labor Standards Act.

To preserve anonymity and offer meaningful data, salaries are only presented for positions for which survey responses included at least five people employed full-time in that position. For example, the survey asked about a communications specialist/public information officer but only two responses were received. As a result, this report does not present salary data for that position. While many survey respondents reported that employees are cross-trained and certain positions “wear many hats,” districts were asked to characterize employees into one of the job titles listed below. This survey did not collect data regarding specific job responsibilities, and individual job descriptions likely vary, even within each category – for example, some positions may supervise staff or have additional duties outside of the scope of their title. Where applicable, alternate titles utilized by districts are listed under each main position. If a district indicated that they employ more than one individual in a position and provided salary details for each position, all data points are included. The number of positions included in each category is indicated in parentheses and in the salary tables that follow. The positions for which survey data was collected are as follows:

- General manager (70)
- Assistant manager (8)
- Administrative assistant/office assistant/secretary/receptionist (28)
- Office manager/office administrator (16)
- Field technician/well technician (25 districts, 33 individual salaries)
- Education coordinator/outreach specialist (11)
- Communications specialist/public information officer (2, data is not presented in this report)
- GIS specialist/GIS analyst (5)
  - Alternate titles that fill this role were Field Operations Supervisor and Groundwater Technical Lead
- Hydrogeologist/hydrologist/geoscientist (6 districts, 7 individual salaries)
  - Some of these positions are filled by someone holding a Texas Professional Geologist license, but this survey did not specifically ask about licensing

requirements

- Regulatory specialist/compliance specialist/water resource specialist (8 districts, 10 individual salaries)
  - Alternate titles that fill this role were Compliance Coordinator, Mitigation Manager, Field Technician/Inspector, Regulatory Compliance Team Leader, and Regulatory/Policy Project Manager
- Data manager/data coordinator (2, data is not presented in this report)
- Finance manager/accountant (6)

## Categories

In addition to presenting data on each position, survey results have also been broken down into a number of potentially relevant categories when considering salaries.

Categories in this report include:

- **GCD budget**, as reported by the survey respondent and corresponding with TAGD membership tiers
  - Under \$100,000
  - \$100,000-\$249,999
  - \$250,000-\$499,999
  - \$500,000-\$999,999
  - \$1,000,000+
- **District population**, as reported by the survey respondent
  - Under 10,000
  - 10,000-24,999
  - 25,000-49,999
  - 50,000-99,999
  - 100,000+
- **Urban status**, determined by 2019 population estimates and metropolitan area data from the United States Census Bureau. See Appendix A for a map of metropolitan and micropolitan statistical areas and list of county growth rates.
  - Not Urban - District office is not in a metropolitan or micropolitan statistical area
  - Micropolitan – District office is in a micropolitan statistical area
  - Metropolitan – District office is in a metropolitan statistical area
  - High Growth – District contains a county with a population over 50,000 and greater than 10% growth in the last ten years
- **Number of counties in district**, as reported by the survey respondent
  - 1
  - 2
  - 3
  - 4
  - 5+
- **Total number of employees**, as reported by the survey respondent
  - 1
  - 2

- 3
  - 4-6
  - 7+
- **Number of full-time employees**, as reported by the survey respondent
    - 1
    - 2
    - 3
    - 4-6
    - 7+
  - **Number of years employed as general manager**, as reported by survey respondent (for general manager position only)
    - Less than 5
    - 5-10
    - Over 10
  - **Number of years employed at district**, as reported by survey respondent (for all positions other than general manager)
    - Less than 5
    - 1-3
    - 3-5
    - 5-10
    - Over 10
  - **Number of years of relevant professional experience**, as reported by survey respondent (for all positions other than general manager)
    - Less than 5
    - 1-3
    - 3-5
    - 5-10
    - Over 10

Salaries for each position are only presented in these categories if survey results yielded at least five data points. Where it was possible and logical, categories where there were less than five data points were combined to allow for further analysis. For example, general manager salaries are divided by TAGD member budget category which includes levels for \$100,000-\$249,999 and \$250,000-\$499,999. However, for the administrative assistant/secretary/receptionist position, there were not enough entries to display in each of those categories so salaries are presented for district budgets between \$100,000-\$499,999 for that position. As such, careful attention should be given to the various categories in the report.



## Metrics

The measures displayed in each salary table include parameters for actual and estimates salaries. For actual salary data, the following measures are presented:

- **Lowest Current** - Of all the salaries for current employees, this is the lowest individual salary.
- **1<sup>st</sup> Quartile** - The first quartile number shows the midpoint between the lowest current salary and the median current salary.
- **Mean Current** - The mathematical average of all the current salaries.
- **Median Current** - The midpoint of all of the current salaries.
- **3rd Quartile** - The third quartile number shows the midpoint between the median salary and the highest current salary.
- **Highest Current** - Of all the salaries for current employees, this is the highest individual salary.

For estimated salary data, the following measures are provided:

- **Lowest Starting** – Of all the salary ranges provided, this is the lowest of the estimated salaries for a person with little to no relevant experience.
- **Mean Starting** – The mathematical average of all the lows of the estimated salary ranges.
- **Highest Starting** – Of all the estimated salary ranges provided, this is the highest of the low end of the salaries.
- **Lowest Maximum** – Of all the estimated salary ranges provided, this is the lowest of the high end of the salaries.
- **Mean Maximum** – The mathematical average of all of the highs of the estimated salary ranges.
- **Highest Maximum** – Of all the salary ranges provided, this is the highest of the estimated salaries for a person who has successfully held the position for 10+ years.

For each position, data is presented for the current salary of the person holding that position at the time the survey was completed. Respondents were also asked to provide the estimated low end (for a relatively inexperienced replacement) and high end (for someone who has successfully held the position for 10+ years) of the salary range. These responses were used for the estimated salary data. All statistics have their benefits and drawbacks, with some measures more or less sensitive to outliers. TAGD aims to provide as much data as possible to allow districts to interpret salaries in a way that works for them.



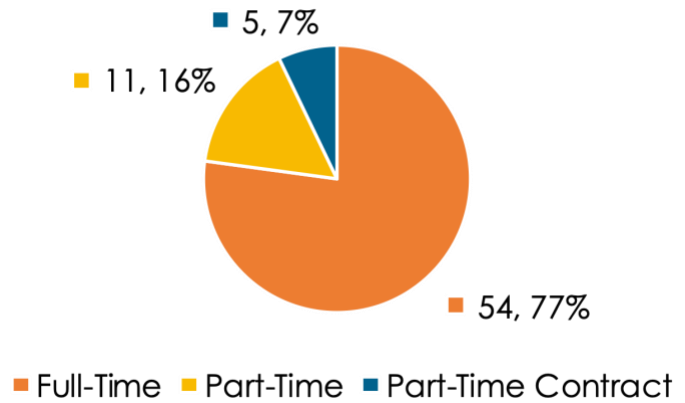
**Disclaimer:** The data presented in this document was all self-reported by the responding GCDs. This survey relied on respondents to characterize their employees and benefits appropriately. Responsibilities associated with various job positions were not assessed. While an effort has been made to reconcile apparent inconsistencies or errors in survey responses, data has not been independently confirmed or audited. True to the unique, localized nature of GCDs, it is important to note that this document should be used only as a guide to the current compensation levels of district staff and makes no assessments on the value of personnel or recommendations for any specific salaries or benefits.

## SECTION 2 - SALARIES BY POSITION

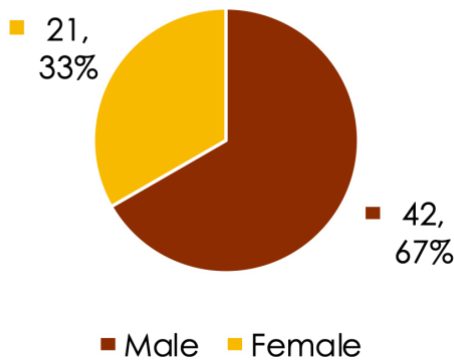
### General Manager

Of the 70 districts that responded to the survey, all employ a general manager. 54 districts have a full-time general manager that works for their district only. 11 responding districts have a part-time general manager, including the shared district arrangements noted in the methodology section. Five responding districts retain a general manager on a contracted basis. Four of those districts are located in the same geographic area and utilize the same general manager. The following statistics are presented for the 63 unique general managers that serve those 70 districts.

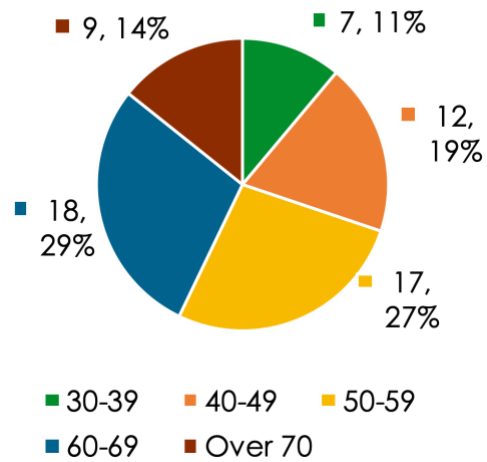
GCD Manager Employment Status (70)



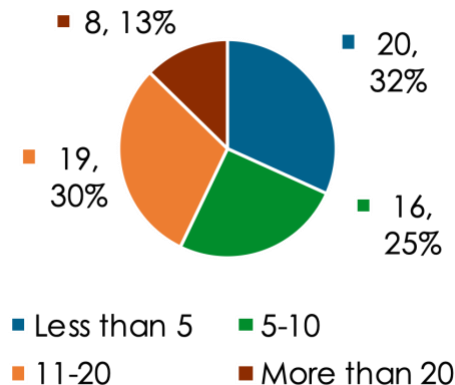
Gender (63)



Age (63)



Years as General Manager (63)



The following statistics are presented for 57 full-time general managers, as adjusted pursuant to the methodology section. Throughout this report, the number of data points in each position or category are listed in parentheses in the column headers.

<b>All General Manager Salaries (57)</b>		
<b>ACTUAL</b>	<b>Lowest Current</b>	\$43,000
	<b>1st Quartile</b>	\$61,800
	<b>Mean Current</b>	\$84,196
	<b>Median Current</b>	\$77,554
	<b>3rd Quartile</b>	\$98,579
	<b>Highest Current</b>	\$167,500
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$30,000
	<b>Mean Starting</b>	\$63,591
	<b>Highest Starting</b>	\$120,000
	<b>Lowest Maximum</b>	\$47,000
	<b>Mean Maximum</b>	\$90,715
	<b>Highest Maximum</b>	\$167,500

<b>General Manager Salary by District Budget</b>					
		<b>\$100,000- \$249,999 (12)</b>	<b>\$250,000- \$499,999 (19)</b>	<b>\$500,000- \$999,999 (15)</b>	<b>Over \$1,000,000 (11)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$45,000	\$43,000	\$58,000	\$70,000
	<b>1st Quartile</b>	\$53,998	\$60,900	\$77,800	\$98,290
	<b>Mean Current</b>	\$60,889	\$69,678	\$93,886	\$121,484
	<b>Median Current</b>	\$58,750	\$70,000	\$85,500	\$110,000
	<b>3rd Quartile</b>	\$68,056	\$76,740	\$106,195	\$152,500
	<b>Highest Current</b>	\$79,000	\$104,121	\$153,000	\$167,500
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$39,000	\$32,000	\$30,000	\$60,000
	<b>Mean Starting</b>	\$50,000	\$51,722	\$69,820	\$87,636
	<b>Highest Starting</b>	\$60,000	\$65,000	\$115,000	\$120,000
	<b>Lowest Maximum</b>	\$50,000	\$47,000	\$61,800	\$98,579
	<b>Mean Maximum</b>	\$65,505	\$74,778	\$100,890	\$128,507
	<b>Highest Maximum</b>	\$80,000	\$104,121	\$153,000	\$167,500

General Manager Salary by District Population						
		Under 10,000 (11)	10,000- 24,999 (14)	25,000- 49,999 (7)	50,000- 99,999 (8)	Over 100,000 (17)
ACTUAL	Lowest Current	\$47,000	\$43,000	\$75,480	\$45,000	\$56,000
	1st Quartile	\$53,250	\$59,238	\$76,577	\$66,829	\$86,303
	Mean Current	\$59,326	\$70,752	\$87,505	\$81,260	\$111,380
	Median Current	\$60,000	\$66,500	\$83,200	\$79,465	\$104,390
	3rd Quartile	\$63,345	\$77,171	\$98,290	\$84,785	\$141,210
	Highest Current	\$74,343	\$125,000	\$104,121	\$145,000	\$167,500
ESTIMATED	Lowest Starting	\$30,000	\$32,000	\$40,000	\$39,000	\$45,000
	Mean Starting	\$46,900	\$54,429	\$67,433	\$64,000	\$80,394
	Highest Starting	\$62,000	\$90,000	\$84,000	\$110,000	\$120,000
	Lowest Maximum	\$47,000	\$51,000	\$75,480	\$51,000	\$67,000
	Mean Maximum	\$63,744	\$78,798	\$93,105	\$85,563	\$120,369
	Highest Maximum	\$80,000	\$125,000	\$104,121	\$145,000	\$167,500

General Manager Salary by Urban Status					
		Not Urban (27)	Micropolitan (12)	Metropolitan (16)	High Growth (18)
ACTUAL	Lowest Current	\$43,000	\$55,664	\$45,000	\$75,480
	1st Quartile	\$60,000	\$57,875	\$81,775	\$85,527
	Mean Current	\$68,086	\$83,704	\$108,689	\$110,013
	Median Current	\$64,890	\$73,330	\$99,625	\$99,625
	3rd Quartile	\$78,465	\$105,091	\$138,408	\$132,803
	Highest Current	\$98,000	\$162,500	\$167,500	\$162,500
ESTIMATED	Lowest Starting	\$30,000	\$40,000	\$39,000	\$40,000
	Mean Starting	\$53,138	\$64,600	\$78,128	\$80,644
	Highest Starting	\$80,000	\$110,000	\$120,000	\$120,000
	Lowest Maximum	\$47,000	\$57,500	\$51,000	\$75,480
	Mean Maximum	\$74,209	\$90,555	\$114,648	\$116,764
	Highest Maximum	\$100,000	\$145,000	\$167,500	\$162,500

General Manager Salary by Number of Counties in District						
		1 (29)	2 (9)	3 (5)	4 (8)	5+ (6)
ACTUAL	Lowest Current	\$43,000	\$56,000	\$51,000	\$63,000	\$57,500
	1st Quartile	\$60,000	\$60,000	\$60,000	\$75,473	\$82,515
	Mean Current	\$75,719	\$79,597	\$72,106	\$98,722	\$122,777
	Median Current	\$74,343	\$85,500	\$75,600	\$92,441	\$143,105
	3rd Quartile	\$83,200	\$98,000	\$78,930	\$113,500	\$158,125
	Highest Current	\$153,000	\$99,750	\$95,000	\$160,000	\$167,500
ESTIMATED	Lowest Starting	\$30,000	\$45,000	\$32,000	\$45,000	\$47,000
	Mean Starting	\$57,863	\$59,125	\$61,520	\$71,750	\$86,167
	Highest Starting	\$90,000	\$80,000	\$95,000	\$95,000	\$120,000
	Lowest Maximum	\$47,000	\$60,000	\$51,000	\$63,000	\$57,500
	Mean Maximum	\$83,041	\$85,500	\$82,800	\$102,735	\$122,777
	Highest Maximum	\$153,000	\$100,000	\$120,000	\$160,000	\$167,500

General Manager Salary by Total Number of Employees						
		1 (7)	2 (21)	3 (14)	4-6 (7)	7+ (8)
ACTUAL	Lowest Current	\$47,133	\$43,000	\$61,800	\$63,000	\$95,000
	1st Quartile	\$52,332	\$58,000	\$69,329	\$82,750	\$125,000
	Mean Current	\$61,032	\$69,771	\$82,720	\$91,067	\$138,901
	Median Current	\$57,500	\$63,000	\$75,081	\$98,000	\$143,105
	3rd Quartile	\$69,465	\$78,000	\$86,682	\$101,485	\$160,625
	Highest Current	\$79,000	\$125,000	\$153,000	\$108,000	\$167,500
ESTIMATED	Lowest Starting	\$40,000	\$30,000	\$40,000	\$50,000	\$75,000
	Mean Starting	\$49,500	\$51,874	\$62,521	\$69,429	\$98,750
	Highest Starting	\$60,000	\$90,000	\$90,000	\$90,000	\$120,000
	Lowest Maximum	\$50,000	\$47,000	\$61,800	\$75,000	\$120,000
	Mean Maximum	\$65,250	\$74,850	\$88,593	\$98,353	\$144,526
	Highest Maximum	\$80,000	\$125,000	\$153,000	\$130,000	\$167,500

General Manager Salary by Number of Full-Time Employees						
		1 (14)	2 (16)	3 (14)	4-6 (5)	7+ (8)
ACTUAL	Lowest Current	\$47,000	\$43,000	\$62,950	\$63,000	\$95,000
	1st Quartile	\$52,166	\$58,841	\$74,428	\$98,000	\$125,000
	Mean Current	\$61,041	\$72,784	\$85,492	\$94,394	\$138,901
	Median Current	\$60,000	\$68,945	\$80,650	\$98,579	\$143,105
	3rd Quartile	\$67,950	\$80,800	\$87,170	\$104,390	\$160,625
	Highest Current	\$79,000	\$125,000	\$153,000	\$108,000	\$167,500
ESTIMATED	Lowest Starting	\$30,000	\$39,000	\$40,000	\$50,000	\$75,000
	Mean Starting	\$46,923	\$55,186	\$64,093	\$72,800	\$98,750
	Highest Starting	\$62,000	\$90,000	\$90,000	\$90,000	\$120,000
	Lowest Maximum	\$47,000	\$51,000	\$62,950	\$75,000	\$120,000
	Mean Maximum	\$64,296	\$79,615	\$91,714	\$101,594	\$144,526
	Highest Maximum	\$80,000	\$125,000	\$153,000	\$130,000	\$167,500

General Manager Salary by Years Employed as General Manager				
		Less Than 5 (19)	5-10 (14)	Over 10 (24)
ACTUAL	Lowest Current	\$43,000	\$47,133	\$47,000
	1st Quartile	\$58,561	\$60,450	\$73,288
	Mean Current	\$72,602	\$82,215	\$94,531
	Median Current	\$70,000	\$72,172	\$82,250
	3rd Quartile	\$82,250	\$99,270	\$105,293
	Highest Current	\$125,000	\$141,210	\$167,500
ESTIMATED	Lowest Starting	\$39,000	\$30,000	\$32,000
	Mean Starting	\$62,828	\$64,231	\$63,826
	Highest Starting	\$95,000	\$115,000	\$120,000
	Lowest Maximum	\$51,000	\$57,500	\$47,000
	Mean Maximum	\$85,944	\$88,057	\$95,952
	Highest Maximum	\$130,000	\$141,210	\$167,500

## Assistant Manager

Eight responding districts employ a full-time assistant manager. In accordance with this study's commitment to preserving anonymity by not including analysis with fewer than five data points, data for the assistant manager position is only presented in the aggregate.

<b>All Assistant Manager Salaries (8)</b>		
<b>ACTUAL</b>	<b>Lowest Current</b>	\$59,000
	<b>1st Quartile</b>	\$59,800
	<b>Mean Current</b>	\$69,326
	<b>Median Current</b>	\$60,703
	<b>3rd Quartile</b>	\$73,750
	<b>Highest Current</b>	\$100,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$40,000
	<b>Mean Starting</b>	\$55,625
	<b>Highest Starting</b>	\$75,000
	<b>Lowest Maximum</b>	\$55,000
	<b>Mean Maximum</b>	\$77,500
	<b>Highest Maximum</b>	\$110,000



## Administrative Assistant

28 responding districts indicated that they employ an administrative assistant, secretary, or receptionist position. The survey included a separate position for office manager, which would presumably have greater responsibilities than an administrative assistant. This survey relied on the respondents to categorize their professionals appropriately and did not specify duties or qualifications to distinguish between these positions.

All Administrative Assistant Salaries (28)		
ACTUAL	Lowest Current	\$24,960
	1st Quartile	\$36,000
	Mean Current	\$42,838
	Median Current	\$41,853
	3rd Quartile	\$50,000
	Highest Current	\$62,560
ESTIMATED	Lowest Starting	\$20,000
	Mean Starting	\$35,966
	Highest Starting	\$55,000
	Lowest Maximum	\$30,000
	Mean Maximum	\$49,821
	Highest Maximum	\$90,000

Administrative Assistant Salary by District Budget				
		\$100,000- \$499,999 (13)	\$500,000- \$999,999 (6)	Over \$1,000,000 (9)
ACTUAL	Lowest Current	\$24,960	\$30,000	\$36,000
	1st Quartile	\$33,000	\$36,559	\$45,000
	Mean Current	\$38,006	\$42,587	\$49,984
	Median Current	\$36,800	\$40,574	\$50,000
	3rd Quartile	\$43,000	\$45,087	\$56,650
	Highest Current	\$55,000	\$62,560	\$58,000
ESTIMATED	Lowest Starting	\$20,000	\$25,000	\$25,000
	Mean Starting	\$33,166	\$36,907	\$39,382
	Highest Starting	\$48,000	\$50,000	\$55,000
	Lowest Maximum	\$30,000	\$35,000	\$40,000
	Mean Maximum	\$51,786	\$52,167	\$52,964
	Highest Maximum	\$55,000	\$90,000	\$70,000

Administrative Assistant Salary by District Population				
		Under 25,000 (13)	25,000- 100,000 (5)	Over 100,000 (10)
ACTUAL	Lowest Current	\$24,960	\$33,280	\$36,000
	1st Quartile	\$31,000	\$43,000	\$37,012
	Mean Current	\$39,389	\$49,086	\$44,197
	Median Current	\$40,000	\$55,000	\$42,853
	3rd Quartile	\$47,840	\$56,650	\$48,904
	Highest Current	\$62,560	\$57,500	\$58,000
ESTIMATED	Lowest Starting	\$20,000	\$25,000	\$32,000
	Mean Starting	\$32,572	\$36,744	\$39,988
	Highest Starting	\$50,000	\$48,000	\$55,000
	Lowest Maximum	\$30,000	\$45,000	\$37,000
	Mean Maximum	\$47,692	\$51,700	\$51,853
	Highest Maximum	\$90,000	\$58,000	\$70,000

Administrative Assistant Salary by Urban Status				
		Not Urban (12)	Micropolitan (5)	High Growth (11)
ACTUAL	Lowest Current	\$33,280	\$30,000	\$24,960
	1st Quartile	\$36,923	\$36,800	\$32,500
	Mean Current	\$44,771	\$45,995	\$39,750
	Median Current	\$43,000	\$45,616	\$40,026
	3rd Quartile	\$53,000	\$55,000	\$47,918
	Highest Current	\$58,000	\$62,560	\$57,500
ESTIMATED	Lowest Starting	\$30,720	\$25,000	\$20,000
	Mean Starting	\$39,782	\$39,200	\$31,120
	Highest Starting	\$55,000	\$50,000	\$40,000
	Lowest Maximum	\$37,000	\$35,000	\$30,000
	Mean Maximum	\$52,380	\$57,250	\$45,000
	Highest Maximum	\$70,000	\$90,000	\$55,000

<b>Administrative Assistant Salary by Number of Counties in District</b>				
		<b>1 (13)</b>	<b>2-3 (7)</b>	<b>4+ (8)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$30,000	\$24,960	\$25,000
	<b>1st Quartile</b>	\$37,648	\$34,900	\$36,000
	<b>Mean Current</b>	\$44,195	\$43,394	\$40,146
	<b>Median Current</b>	\$43,000	\$43,500	\$38,451
	<b>3rd Quartile</b>	\$50,000	\$53,750	\$45,154
	<b>Highest Current</b>	\$62,560	\$58,000	\$56,650
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$25,000	\$20,000	\$25,000
	<b>Mean Starting</b>	\$37,662	\$34,143	\$34,805
	<b>Highest Starting</b>	\$50,000	\$55,000	\$40,000
	<b>Lowest Maximum</b>	\$35,000	\$30,000	\$36,000
	<b>Mean Maximum</b>	\$53,038	\$48,667	\$45,460
	<b>Highest Maximum</b>	\$90,000	\$65,000	\$58,000

<b>Administrative Assistant Salary by Total Number of Employees</b>				
		<b>2 (9)</b>	<b>3 (9)</b>	<b>4+ (10)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$30,000	\$24,960	\$36,000
	<b>1st Quartile</b>	\$33,000	\$37,648	\$41,404
	<b>Mean Current</b>	\$38,942	\$41,535	\$47,517
	<b>Median Current</b>	\$36,000	\$43,000	\$45,308
	<b>3rd Quartile</b>	\$40,000	\$50,000	\$56,488
	<b>Highest Current</b>	\$62,560	\$55,000	\$58,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$25,000	\$20,000	\$25,000
	<b>Mean Starting</b>	\$33,684	\$35,049	\$38,844
	<b>Highest Starting</b>	\$50,000	\$48,000	\$55,000
	<b>Lowest Maximum</b>	\$35,000	\$30,000	\$37,000
	<b>Mean Maximum</b>	\$48,188	\$50,222	\$50,768
	<b>Highest Maximum</b>	\$90,000	\$60,000	\$70,000

<b>Administrative Assistant Salary by Number of Full-Time Employees</b>				
		<b>2 (11)</b>	<b>3 (8)</b>	<b>4+ (9)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$24,960	\$37,648	\$36,000
	<b>1st Quartile</b>	\$30,500	\$42,263	\$40,706
	<b>Mean Current</b>	\$36,404	\$45,919	\$47,963
	<b>Median Current</b>	\$33,280	\$45,826	\$45,616
	<b>3rd Quartile</b>	\$38,400	\$50,000	\$56,650
	<b>Highest Current</b>	\$62,560	\$55,000	\$58,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$20,000	\$30,000	\$25,000
	<b>Mean Starting</b>	\$31,651	\$38,180	\$39,271
	<b>Highest Starting</b>	\$50,000	\$48,000	\$55,000
	<b>Lowest Maximum</b>	\$30,000	\$45,000	\$37,000
	<b>Mean Maximum</b>	\$46,550	\$52,750	\$50,853
	<b>Highest Maximum</b>	\$90,000	\$60,000	\$70,000

<b>Administrative Assistant Salary by Years @ District</b>			
		<b>Less Than 5 (13)</b>	<b>Over 5 (15)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$25,000	\$24,960
	<b>1st Quartile</b>	\$33,280	\$36,099
	<b>Mean Current</b>	\$41,751	\$43,780
	<b>Median Current</b>	\$40,706	\$43,500
	<b>3rd Quartile</b>	\$48,152	\$52,500
	<b>Highest Current</b>	\$62,560	\$58,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$25,000	\$20,000
	<b>Mean Starting</b>	\$37,277	\$34,829
	<b>Highest Starting</b>	\$50,000	\$55,000
	<b>Lowest Maximum</b>	\$42,000	\$30,000
	<b>Mean Maximum</b>	\$54,765	\$45,867
	<b>Highest Maximum</b>	\$90,000	\$65,000

Administrative Assistant Salary by Years of Experience				
		Less Than 5 (6)	5-10 (9)	Over 10 (13)
ACTUAL	Lowest Current	\$25,000	\$24,960	\$31,000
	1st Quartile	\$33,070	\$36,000	\$37,648
	Mean Current	\$37,190	\$40,813	\$46,847
	Median Current	\$36,993	\$40,051	\$45,000
	3rd Quartile	\$42,426	\$47,840	\$56,000
	Highest Current	\$48,152	\$56,650	\$62,560
ESTIMATED	Lowest Starting	\$25,000	\$20,000	\$25,000
	Mean Starting	\$33,860	\$32,938	\$39,034
	Highest Starting	\$40,000	\$40,000	\$55,000
	Lowest Maximum	\$42,000	\$30,000	\$40,000
	Mean Maximum	\$48,530	\$45,222	\$53,917
	Highest Maximum	\$55,000	\$60,000	\$90,000



## Office Manager

16 responding districts indicated that they employ an office manager or office administrator. While some of the responding districts indicated that the office manager role had supervisory responsibilities, data with respect to specific job responsibilities was not collected.

All Office Manager Salaries (16)		
ACTUAL	Lowest Current	\$36,992
	1st Quartile	\$45,625
	Mean Current	\$57,062
	Median Current	\$58,537
	3rd Quartile	\$70,139
	Highest Current	\$75,000
ESTIMATED	Lowest Starting	\$24,960
	Mean Starting	\$43,931
	Highest Starting	\$65,000
	Lowest Maximum	\$40,000
	Mean Maximum	\$59,333
	Highest Maximum	\$95,000

Office Manager Salary by District Budget			
		\$100,000- \$499,999 (7)	Over \$500,000 (9)
ACTUAL	Lowest Current	\$36,992	\$47,370
	1st Quartile	\$40,851	\$60,000
	Mean Current	\$45,812	\$65,812
	Median Current	\$43,000	\$70,000
	3rd Quartile	\$50,150	\$72,500
	Highest Current	\$58,688	\$75,000
ESTIMATED	Lowest Starting	\$24,960	\$40,000
	Mean Starting	\$31,160	\$52,444
	Highest Starting	\$35,000	\$65,000
	Lowest Maximum	\$40,000	\$51,000
	Mean Maximum	\$44,833	\$69,000
	Highest Maximum	\$50,000	\$95,000

<b>Office Manager Salary by Urban Status</b>			
		<b>NOT High Growth (9)</b>	<b>High Growth (7)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$36,992	\$40,000
	<b>1st Quartile</b>	\$43,000	\$61,750
	<b>Mean Current</b>	\$50,993	\$64,865
	<b>Median Current</b>	\$47,370	\$70,000
	<b>3rd Quartile</b>	\$58,385	\$72,777
	<b>Highest Current</b>	\$72,500	\$75,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$24,960	\$35,000
	<b>Mean Starting</b>	\$38,370	\$50,286
	<b>Highest Starting</b>	\$65,000	\$65,000
	<b>Lowest Maximum</b>	\$40,000	\$50,000
	<b>Mean Maximum</b>	\$53,125	\$66,429
	<b>Highest Maximum</b>	\$95,000	\$75,000

<b>Office Manager Salary by District Population</b>			
		<b>5,000-100,000 (8)</b>	<b>Over 100,000 (8)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$36,992	\$40,000
	<b>1st Quartile</b>	\$42,675	\$56,843
	<b>Mean Current</b>	\$51,446	\$62,678
	<b>Median Current</b>	\$50,150	\$66,750
	<b>3rd Quartile</b>	\$58,461	\$71,666
	<b>Highest Current</b>	\$72,500	\$75,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$24,960	\$35,000
	<b>Mean Starting</b>	\$38,137	\$49,000
	<b>Highest Starting</b>	\$65,000	\$65,000
	<b>Lowest Maximum</b>	\$40,000	\$50,000
	<b>Mean Maximum</b>	\$53,429	\$64,500
	<b>Highest Maximum</b>	\$95,000	\$75,000



Office Manager Salary by # of Counties in District			
		1(9)	2 or More (7)
ACTUAL	Lowest Current	\$36,992	\$40,000
	1st Quartile	\$43,000	\$52,193
	Mean Current	\$53,847	\$60,271
	Median Current	\$53,800	\$61,750
	3rd Quartile	\$58,688	\$70,625
	Highest Current	\$75,000	\$75,000
ESTIMATED	Lowest Starting	\$24,960	\$35,000
	Mean Starting	\$38,370	\$53,375
	Highest Starting	\$55,000	\$75,000
	Lowest Maximum	\$40,000	\$24,960
	Mean Maximum	\$53,000	\$61,370
	Highest Maximum	\$75,000	\$95,000

Office Manager Salary by Number of Full-Time Employees				
		2 (5)	3 (5)	4+ (6)
ACTUAL	Lowest Current	\$36,992	\$53,800	\$41,701
	1st Quartile	\$40,000	\$58,385	\$50,528
	Mean Current	\$45,036	\$64,137	\$61,188
	Median Current	\$43,000	\$63,500	\$65,277
	3rd Quartile	\$46,500	\$70,000	\$72,014
	Highest Current	\$58,688	\$75,000	\$75,000
ESTIMATED	Lowest Starting	\$30,000	\$32,000	\$24,960
	Mean Starting	\$32,500	\$45,800	\$49,993
	Highest Starting	\$35,000	\$55,000	\$65,000
	Lowest Maximum	\$40,000	\$45,000	\$47,000
	Mean Maximum	\$44,250	\$63,000	\$66,333
	Highest Maximum	\$50,000	\$75,000	\$95,000

<b>Office Manager Salary by Years @ District</b>			
		<b>3-10 (8)</b>	<b>Over 10 (8)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$40,000	\$36,992
	<b>1st Quartile</b>	\$45,300	\$51,100
	<b>Mean Current</b>	\$56,703	\$57,421
	<b>Median Current</b>	\$53,685	\$58,537
	<b>3rd Quartile</b>	\$71,041	\$65,125
	<b>Highest Current</b>	\$75,000	\$75,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$24,960	\$30,000
	<b>Mean Starting</b>	\$44,370	\$43,429
	<b>Highest Starting</b>	\$65,000	\$65,000
	<b>Lowest Maximum</b>	\$45,000	\$40,000
	<b>Mean Maximum</b>	\$62,250	\$56,000
	<b>Highest Maximum</b>	\$95,000	\$75,000

<b>Office Manager Salary by Years of Experience</b>			
		<b>3-10 (5)</b>	<b>Over 10 (11)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$40,000	\$36,992
	<b>1st Quartile</b>	\$41,701	\$50,150
	<b>Mean Current</b>	\$54,925	\$58,033
	<b>Median Current</b>	\$47,370	\$58,688
	<b>3rd Quartile</b>	\$70,554	\$66,750
	<b>Highest Current</b>	\$75,000	\$75,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$24,960	\$30,000
	<b>Mean Starting</b>	\$40,992	\$45,400
	<b>Highest Starting</b>	\$55,000	\$65,000
	<b>Lowest Maximum</b>	\$47,000	\$40,000
	<b>Mean Maximum</b>	\$58,600	\$59,700
	<b>Highest Maximum</b>	\$75,000	\$95,000

## Field Technician



24 responding districts employ a full-time field technician or well technician. As explained in the methodology section of this report, data is included for multiple positions at the same district if individualized data was provided, for a total of 32 distinct salaries. Three districts indicated that they employ someone in this position in a part-time or contract basis, but that data is not listed here.

All Field Technician Salaries (32)		
<b>ACTUAL</b>	<b>Lowest Current</b>	\$30,000
	<b>1st Quartile</b>	\$44,669
	<b>Mean Current</b>	\$50,705
	<b>Median Current</b>	\$50,633
	<b>3rd Quartile</b>	\$55,163
	<b>Highest Current</b>	\$75,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$25,000
	<b>Mean Starting</b>	\$40,584
	<b>Highest Starting</b>	\$55,000
	<b>Lowest Maximum</b>	\$40,000
	<b>Mean Maximum</b>	\$56,210
	<b>Highest Maximum</b>	\$80,000

Field Technician Salary by District Budget				
		\$100,000- \$499,999 (7)	\$500,000- \$999,999 (9)	Over \$1,000,000 (16)
ACTUAL	Lowest Current	\$30,000	\$38,400	\$40,000
	1st Quartile	\$41,173	\$47,069	\$45,076
	Mean Current	\$48,466	\$52,956	\$50,419
	Median Current	\$52,100	\$52,485	\$50,210
	3rd Quartile	\$57,407	\$59,000	\$51,550
	Highest Current	\$60,000	\$75,000	\$69,500
ESTIMATED	Lowest Starting	\$25,000	\$36,000	\$30,000
	Mean Starting	\$35,714	\$44,556	\$40,480
	Highest Starting	\$45,000	\$50,000	\$55,000
	Lowest Maximum	\$40,000	\$45,000	\$45,000
	Mean Maximum	\$52,950	\$56,556	\$57,443
	Highest Maximum	\$65,000	\$75,000	\$80,000

Field Technician Salary by District Population				
		Under 25,000 (7)	25,000- 100,000 (5)	Over 100,000 (20)
ACTUAL	Lowest Current	\$30,000	\$38,400	\$41,344
	1st Quartile	\$39,123	\$40,000	\$46,802
	Mean Current	\$45,743	\$48,932	\$52,885
	Median Current	\$44,100	\$52,100	\$50,633
	3rd Quartile	\$53,927	\$55,000	\$54,650
	Highest Current	\$60,000	\$59,160	\$75,000
ESTIMATED	Lowest Starting	\$25,000	\$35,000	\$38,000
	Mean Starting	\$33,857	\$39,200	\$43,284
	Highest Starting	\$45,000	\$45,000	\$55,000
	Lowest Maximum	\$40,000	\$45,000	\$52,000
	Mean Maximum	\$50,808	\$50,600	\$59,504
	Highest Maximum	\$65,000	\$60,000	\$80,000

Field Technician Salary by Urban Status			
		NOT High Growth (13)	High Growth (19)
ACTUAL	Lowest Current	\$30,000	\$40,000
	1st Quartile	\$40,000	\$46,802
	Mean Current	\$47,025	\$52,790
	Median Current	\$44,569	\$50,633
	3rd Quartile	\$55,000	\$54,650
	Highest Current	\$60,000	\$75,000
ESTIMATED	Lowest Starting	\$25,000	\$38,000
	Mean Starting	\$36,769	\$44,034
	Highest Starting	\$45,000	\$60,000
	Lowest Maximum	\$40,000	\$25,000
	Mean Maximum	\$51,050	\$58,004
	Highest Maximum	\$65,000	\$80,000

Field Technician Salary by Number of Counties in District				
		1 (12)	2-4 (9)	5+ (11)
ACTUAL	Lowest Current	\$38,245	\$30,000	\$41,344
	1st Quartile	\$43,075	\$44,702	\$46,135
	Mean Current	\$53,770	\$48,811	\$48,911
	Median Current	\$54,069	\$49,920	\$50,500
	3rd Quartile	\$59,370	\$55,000	\$51,600
	Highest Current	\$75,000	\$65,000	\$53,200
ESTIMATED	Lowest Starting	\$25,000	\$30,000	\$38,000
	Mean Starting	\$39,833	\$41,187	\$40,909
	Highest Starting	\$50,000	\$55,000	\$50,000
	Lowest Maximum	\$40,000	\$45,000	\$50,000
	Mean Maximum	\$58,388	\$52,676	\$56,727
	Highest Maximum	\$80,000	\$70,000	\$60,000

Field Technician Salary by Total Number of Employees				
		2-3 (11)	4-6 (5)	7+ (16)
ACTUAL	Lowest Current	\$30,000	\$40,000	\$41,344
	1st Quartile	\$39,200	\$52,485	\$45,800
	Mean Current	\$49,837	\$52,571	\$50,719
	Median Current	\$52,100	\$55,000	\$50,210
	3rd Quartile	\$59,080	\$55,654	\$51,435
	Highest Current	\$75,000	\$59,715	\$69,500
ESTIMATED	Lowest Starting	\$30,000	\$25,000	\$38,000
	Mean Starting	\$38,727	\$38,000	\$42,668
	Highest Starting	\$50,000	\$45,000	\$55,000
	Lowest Maximum	\$40,000	\$45,000	\$52,000
	Mean Maximum	\$55,273	\$51,331	\$58,380
	Highest Maximum	\$75,000	\$56,000	\$80,000

Field Technician Salary by Years @ District					
		Less than 3 (8)	3-5 (8)	5-10 (11)	More than 10 (5)
ACTUAL	Lowest Current	\$30,000	\$38,245	\$44,100	\$51,000
	1st Quartile	\$39,600	\$43,426	\$50,000	\$53,200
	Mean Current	\$44,876	\$46,330	\$55,835	\$55,746
	Median Current	\$43,023	\$46,535	\$52,200	\$55,654
	3rd Quartile	\$51,674	\$50,465	\$62,500	\$59,160
	Highest Current	\$59,000	\$52,739	\$75,000	\$59,715
ESTIMATED	Lowest Starting	\$30,000	\$30,000	\$30,000	\$25,000
	Mean Starting	\$38,710	\$41,750	\$42,636	\$37,200
	Highest Starting	\$43,680	\$50,000	\$55,000	\$45,000
	Lowest Maximum	\$45,000	\$50,000	\$40,000	\$55,653
	Mean Maximum	\$51,385	\$52,625	\$61,364	\$58,331
	Highest Maximum	\$70,000	\$55,000	\$80,000	\$60,000

## Field Technician Salary by Years of Experience

		<b>Less than 3 (5)</b>	<b>3-5 (5)</b>	<b>5-10 (12)</b>	<b>More than 10 (10)</b>
<b>ACTUAL</b>	<b>Lowest Current</b>	\$30,000	\$46,000	\$40,000	\$38,400
	<b>1st Quartile</b>	\$38,245	\$47,069	\$44,925	\$51,550
	<b>Mean Current</b>	\$40,971	\$49,643	\$52,025	\$54,520
	<b>Median Current</b>	\$41,344	\$49,920	\$50,600	\$55,327
	<b>3rd Quartile</b>	\$44,702	\$52,485	\$54,150	\$59,120
	<b>Highest Current</b>	\$50,565	\$52,739	\$75,000	\$69,500
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$30,000	\$42,000	\$30,000	\$25,000
	<b>Mean Starting</b>	\$38,136	\$45,800	\$40,750	\$39,000
	<b>Highest Starting</b>	\$43,680	\$50,000	\$55,000	\$50,000
	<b>Lowest Maximum</b>	\$45,000	\$52,000	\$40,000	\$45,000
	<b>Mean Maximum</b>	\$50,616	\$53,800	\$57,500	\$58,665
	<b>Highest Maximum</b>	\$54,080	\$55,000	\$75,000	\$80,000



# Education Coordinator

All Education Coordinator Salaries (11)		
ACTUAL	Lowest Current	\$41,200
	1st Quartile	\$45,000
	Mean Current	\$50,670
	Median Current	\$48,000
	3rd Quartile	\$56,271
	Highest Current	\$62,000
ESTIMATED	Lowest Starting	\$35,000
	Mean Starting	\$45,055
	Highest Starting	\$60,000
	Lowest Maximum	\$40,000
	Mean Maximum	\$59,568
	Highest Maximum	\$80,000

11 responding districts employ a full-time education coordinator or outreach specialist. It was indicated that one of these positions also has compliance responsibilities, but consistent with the methodology, the data was retained in the position chosen by the survey respondent. In addition, one responding district indicated that one of these education coordinators serves three GCDs as part of an educational co-op. The associated salary data is therefore presented as a single, full-time position.

# GIS Specialist

Five responding districts employ a GIS specialist or GIS analyst. Alternate titles that fill this role and are included in this data set were field operations supervisor and groundwater technical lead. As noted in the methodology section for this report, some of these positions may supervise staff or have additional technical responsibilities. In accordance with this study's commitment to preserving anonymity by not including analysis with fewer than five data points, data for this role is only presented in the aggregate.

All GIS Specialist Salaries (5)		
ACTUAL	Lowest Current	\$50,000
	1st Quartile	\$53,040
	Mean Current	\$60,980
	Median Current	\$66,000
	3rd Quartile	\$66,862
	Highest Current	\$69,000
ESTIMATED	Lowest Starting	\$45,000
	Mean Starting	\$54,784
	Highest Starting	\$69,000
	Lowest Maximum	\$58,000
	Mean Maximum	\$70,448
	Highest Maximum	\$88,000

# Hydrologist

All Hydrologist Salaries (7)		
ACTUAL	Lowest Current	\$44,100
	1st Quartile	\$52,500
	Mean Current	\$70,147
	Median Current	\$61,800
	3rd Quartile	\$81,750
	Highest Current	\$116,626
ESTIMATED	Lowest Starting	\$44,100
	Mean Starting	\$61,086
	Highest Starting	\$80,000
	Lowest Maximum	\$60,000
	Mean Maximum	\$80,143
	Highest Maximum	\$100,000

Six responding districts (representing seven positions) employ a hydrologist, hydrogeologist, or geoscientist. In accordance with this study's commitment to preserving anonymity by not including analysis with fewer than five data points, data for this role is only presented in the aggregate.



# Regulatory Specialist

All Regulatory Specialist Salaries (8)		
<b>ACTUAL</b>	<b>Lowest Current</b>	\$43,000
	<b>1st Quartile</b>	\$53,307
	<b>Mean Current</b>	\$59,689
	<b>Median Current</b>	\$57,500
	<b>3rd Quartile</b>	\$66,500
	<b>Highest Current</b>	\$80,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$25,000
	<b>Mean Starting</b>	\$48,300
	<b>Highest Starting</b>	\$70,000
	<b>Lowest Maximum</b>	\$50,000
	<b>Mean Maximum</b>	\$65,000
	<b>Highest Maximum</b>	\$82,000

Six responding districts (representing eight positions) employ a regulatory specialist, compliance specialist, or water resources specialist. In accordance with this study's commitment to preserving anonymity by not including analysis with fewer than five data points, data for this role is only presented in the aggregate.

# Finance Manager/Accountant

Seven responding districts employ a finance manager or accountant. In accordance with this study's commitment to preserving anonymity by not including analysis with fewer than five data points, data for this role is only presented in the aggregate.

All Finance Manager Salaries (7)		
<b>ACTUAL</b>	<b>Lowest Current</b>	\$43,000
	<b>1st Quartile</b>	\$59,750
	<b>Mean Current</b>	\$71,342
	<b>Median Current</b>	\$67,000
	<b>3rd Quartile</b>	\$88,949
	<b>Highest Current</b>	\$92,000
<b>ESTIMATED</b>	<b>Lowest Starting</b>	\$40,000
	<b>Mean Starting</b>	\$56,000
	<b>Highest Starting</b>	\$75,000
	<b>Lowest Maximum</b>	\$55,000
	<b>Mean Maximum</b>	\$74,000
	<b>Highest Maximum</b>	\$85,000

## SECTION 3 - BENEFITS

The salary survey also collected data regarding certain benefits offered at GCDs. The data presented in this section represents those responding districts with at least one full-time employee, for a total of 61 participating districts. Benefits data from other districts with unique arrangements are not included here, with the exception of two GCDs that are managed together and share all staff (which were treated as a single data point). For statistics involving percentages, data was rounded to the nearest whole percent.

### Insurance

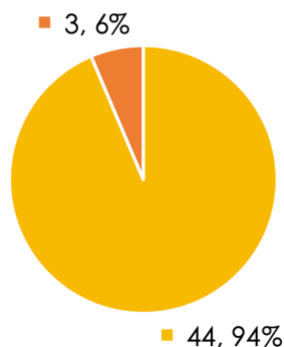
Survey respondents were asked about the following employee insurance benefits: health insurance coverage, dependent health insurance coverage, vision insurance, dental insurance, life insurance, and short-term disability insurance.

14 of the 61 responding districts with at least one full time employee offer none of these benefits to their employees. Six of those districts have only one employee. For the 47 districts that offer at least one of those benefits to their employees, the graphs below show how many districts offer each benefit and pay the employee premium; how many offer the benefit but do not pay the employee premium; and how many do not offer the benefit. The number listed before the percentage in each graph is the number of responding districts in that category.

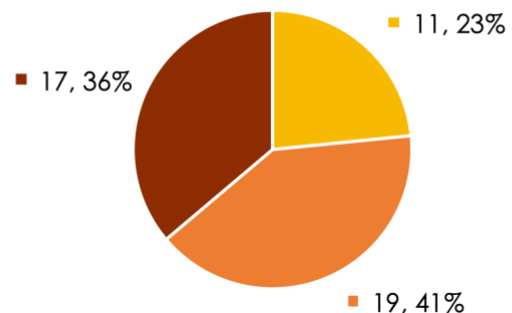
#### Insurance Coverage Offered by GCDs (47)

■ District Pays Premium ■ Offered Only ■ Not Offered

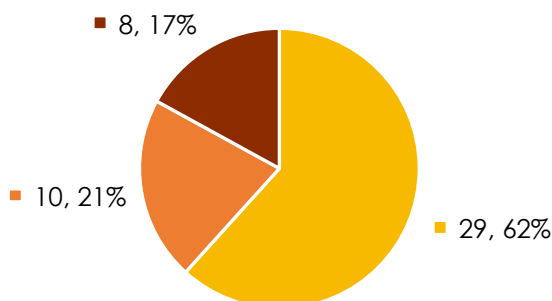
Health Insurance Coverage



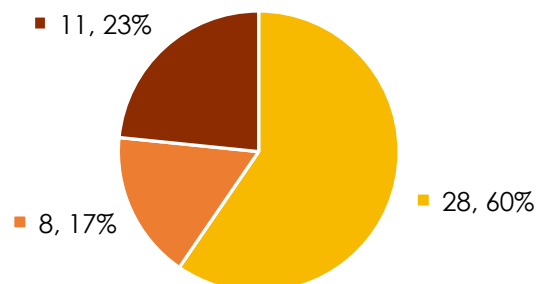
Dependent Health Insurance Coverage

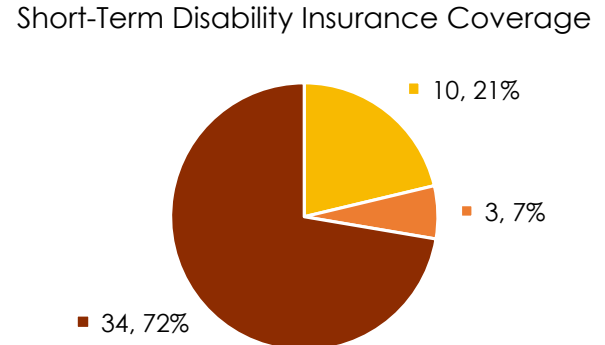
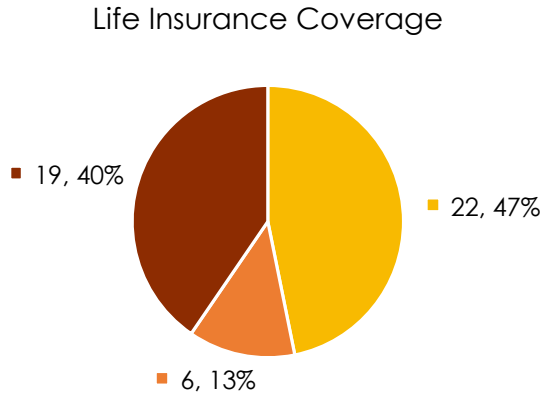


Dental Insurance Coverage



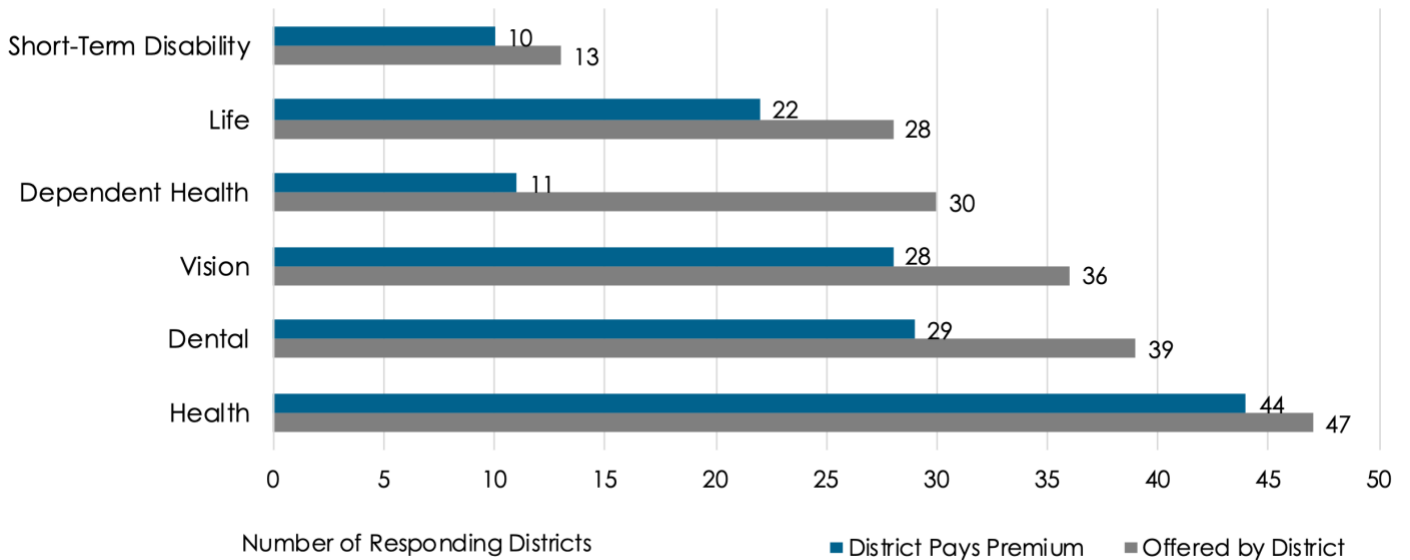
Vision Insurance Coverage





■ District Pays Premium ■ Offered Only ■ Not Offered

### GCD Employee Insurance Benefits (47)



The survey also asked about tax-advantaged accounts that are sometimes used in place of or in conjunction with some health plans.

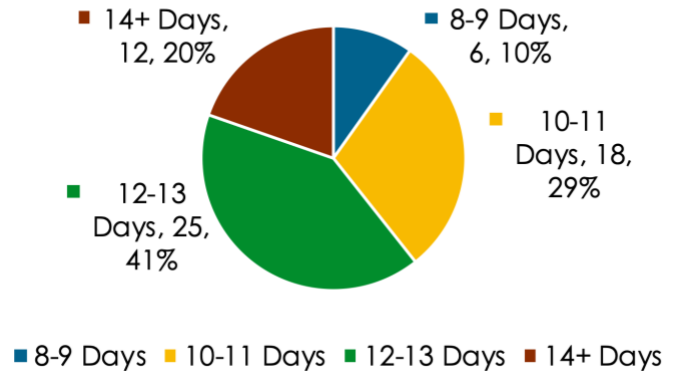
- 12 respondents indicated that they offer a Health Reimbursement Arrangement, including six of the districts that do not offer health insurance coverage.
- Six respondents indicated that they offer a Flexible Spending Account, all of which also offer health insurance coverage.
- Four respondents indicated that they offer a Health Savings Account, a type of medical savings account that is only available to person enrolled in a high-deductible health plan.

## Paid Holidays & Leave

All responding districts provide paid holidays (office closures), with the majority offering between 10-13 paid holidays. The lowest number of paid holidays reported was 8 days, and the highest reported was 18 days.

One district does not have a policy regarding paid leave, and four districts offer personal days that do not differentiate between sick or vacation time. Four survey respondents stated that paid time off depends on employee longevity and did not provide any details.

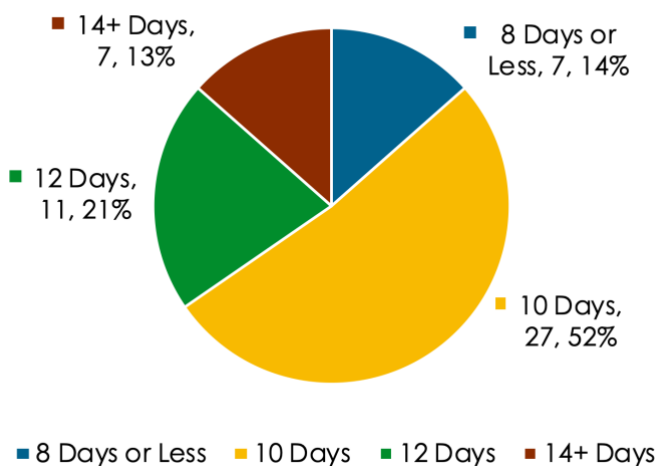
Number of Paid Holidays (Office Closure) (61)



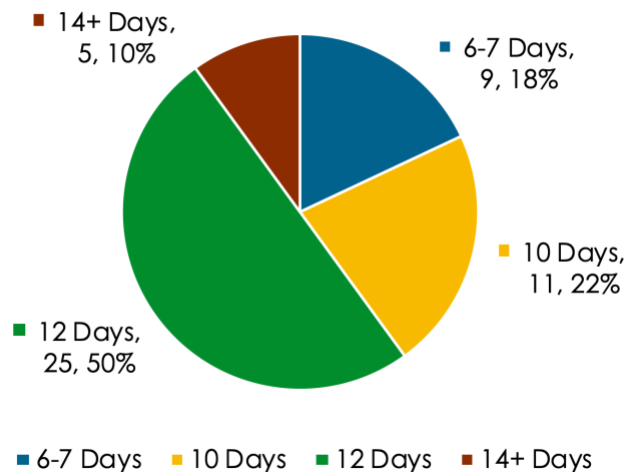
Of the 52 remaining districts that provided information on paid vacation leave, 43 districts indicated that they provide at least 10 paid days of vacation for all employees. 18 districts provide 12 or more days of paid vacation time. 23 districts indicated that they offer more days of paid vacation leave for employees with more than five years of district service. See the full breakdown below. For the districts that described an increase in paid vacation days with longevity, the number displayed in this graph correlates to an employee with one year of tenure.

50 of the responding districts responded with numeric information regarding the paid sick days an employee receives, which is displayed below. For the districts that described an increase in paid sick days with longevity, the number displayed in this graph correlates to an employee with one year of tenure.

Number of Paid Vacation Days (52)



Number of Paid Sick Days (50)



48 responding districts indicated that they allow for vacation or sick days to be carried over from one year to the next.

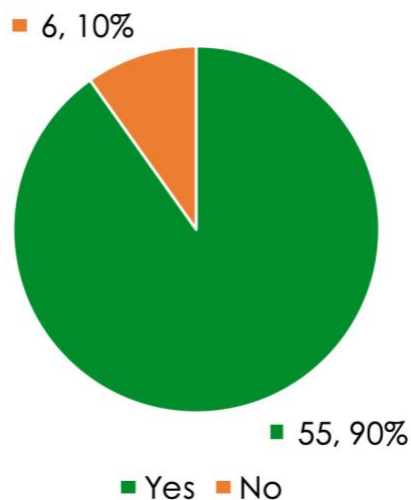
When asked whether their district provided paid parental leave (in addition to any vacation/sick time that may be used for this purpose), 15 districts answered in the affirmative. However, while many respondents indicated a willingness to work with an affected employee or request the board to grant approval of paid leave on a case-by-case basis, only six districts reported that their district defines this leave benefit and guarantees it in a district employment policy. Of these, four districts offer 6 weeks, one district offers 4 weeks, and one district offers "no more than" twelve weeks.

## Retirement

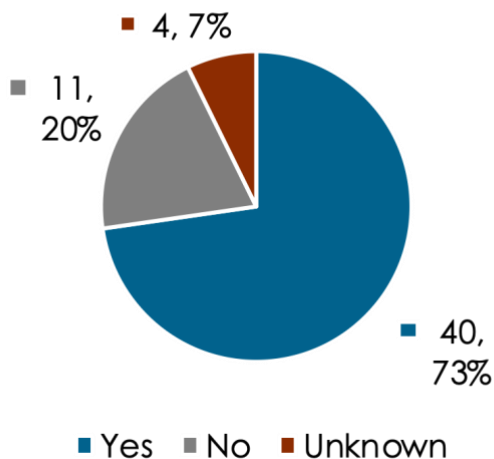
55 of the 61 responding districts with at least one full-time employee indicated that they offer a retirement plan for employees. Respondents that reported a retirement contribution as a percentage of salary reported a range of 3% - 20%.

An employer search tool on the Texas County & District Retirement System (TCDRS) website indicates that 25 GCDs participate in TCDRS retirement plans, most of which were respondents to this survey. This system requires the employee to contribute a certain percentage and for the employer to match at least that amount. The employer match contribution is only available to employees who have surpassed the vesting period. Other retirement arrangements utilized by survey respondents include a SEP IRA, Simple IRA, 401(k), and 457(b) accounts.

Retirement Plan Offered (61)



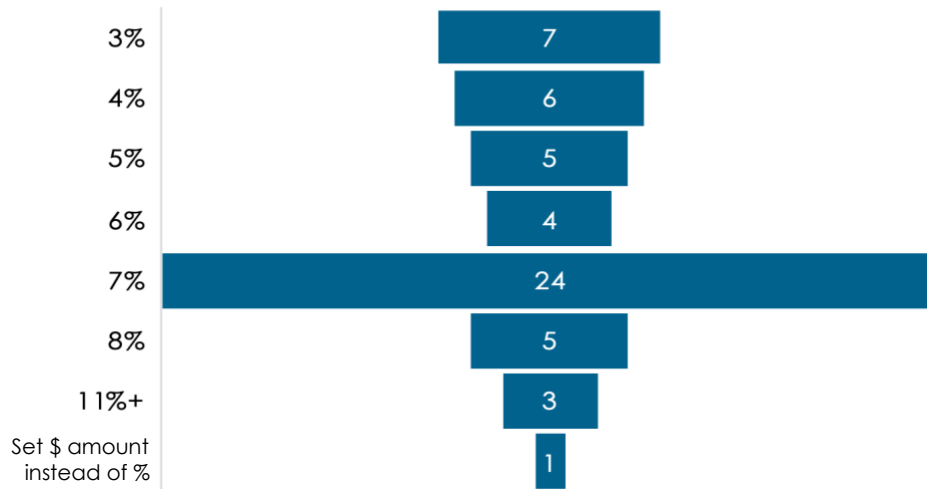
Employee Contribution Required (55)



**Contributions.** 40 of the 55 survey respondents offering a retirement plan reported that they require an employee match for retirement contributions (including all of the TCDRS participants), meaning an employee must contribute a certain amount of their salary before the employee can receive the district contribution. Of the matching district contributions disclosed, all offered a 1:1 match of at least 3% of the employee's salary, with many matching the full required employee contribution percentage at a rate greater than 100%.

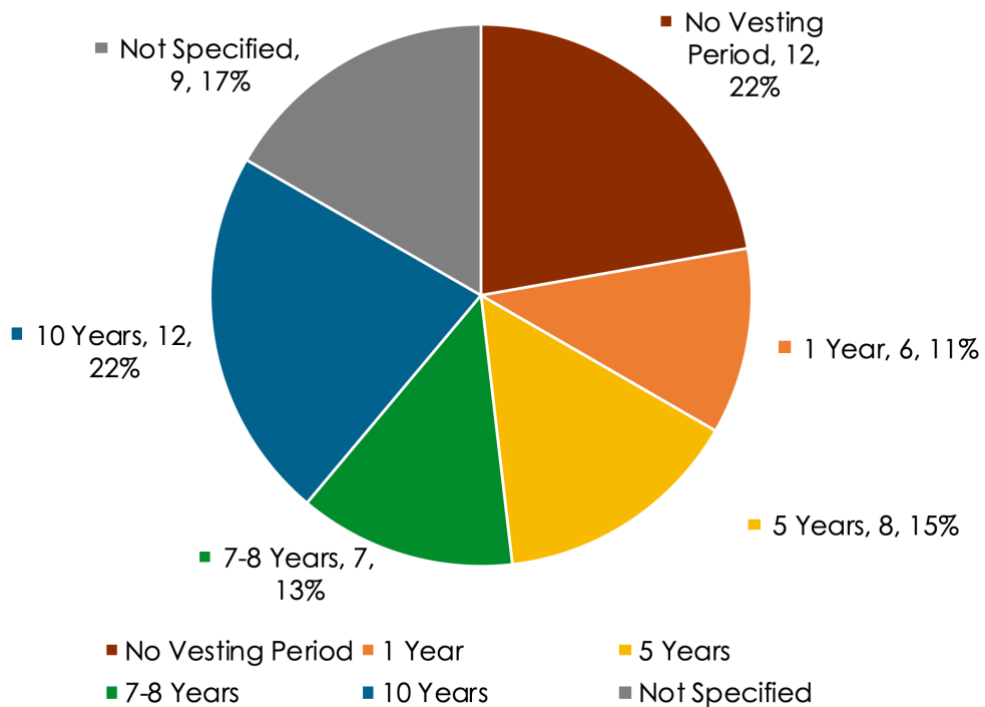


### GCD Retirement Contributions (55)



**Vesting.** Data was provided by 45 respondents about their retirement plan's vesting period, while 9 respondents did not. Responses reflect a wide variety of arrangements. These range from some plans with no vesting period and others with a vesting period as high as 10 years. This means that some of the employer contributions are owned by the employee as soon as they are deposited, and some districts require an employee to work for the district for 10 years before they can receive the district's matching contribution.

### Retirement Contribution Vesting Period (54)

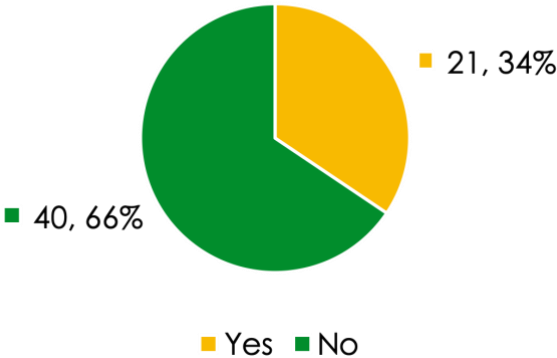




# Other Benefits

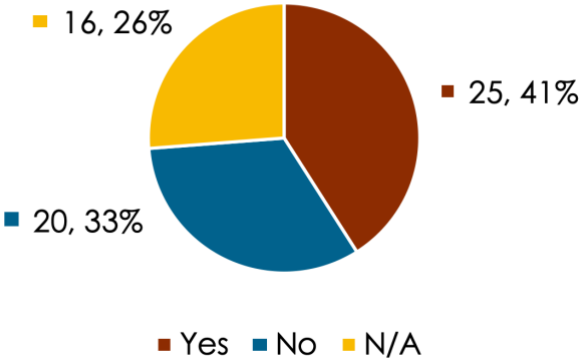
**Training/Education.** 21 responding districts indicated that they pay for additional training or education (such as tuition reimbursement) for employees as a benefit. Several respondents stated that the district pays for continuing education and fees related to obtaining or holding a professional geologist or professional engineer license. Note that this statistic does not include respondents that listed required training such as courses on public funds investment act, elections, or cybersecurity as an employment benefit, since district compliance with statutory requirements are obligatory.

Education/Training Benefit (61)

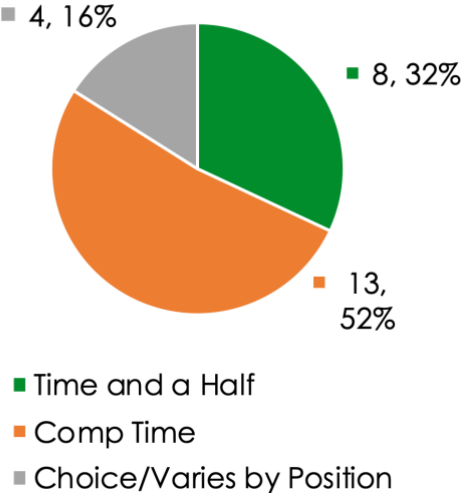


**Overtime.** The following data was gathered regarding overtime compensation. While some respondents indicated overtime eligibility varied by position, this data does not describe the Fair Labor Standards Act (FLSA) exempt or non-exempt status of any employee.

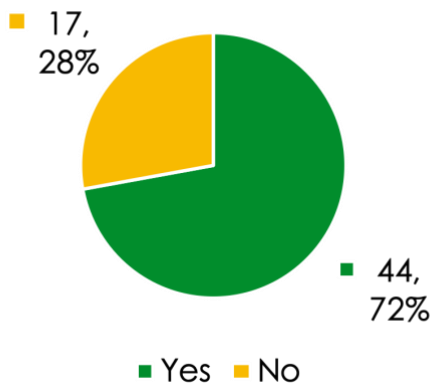
Compensate for Overtime (61)



Type of Compensation (25)



### District-Provided Vehicle (61)

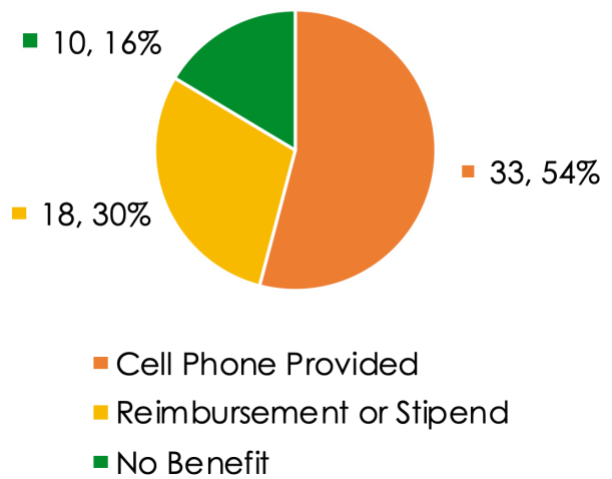


**Vehicle.** 44 of 61 respondents indicated that the district provides at least one employee with a district-owned vehicle. In some cases, this is a single vehicle shared by all employees for district business or work-related travel. Some respondents clarified that the vehicle provided is only for district business, but the survey did not collect data on any use limitations associated with district vehicles.

**Cell Phone.** 33 respondents indicated that their district provides at least one employee with a district-owned cell phone. Of those that do not provide a district-owned cell phone, 18 offer a cell phone stipend for at least the general manager.

Of the 13 respondents that listed a stipend amount, the monthly amount ranged from \$25-\$120 and the median stipend was \$75/month.

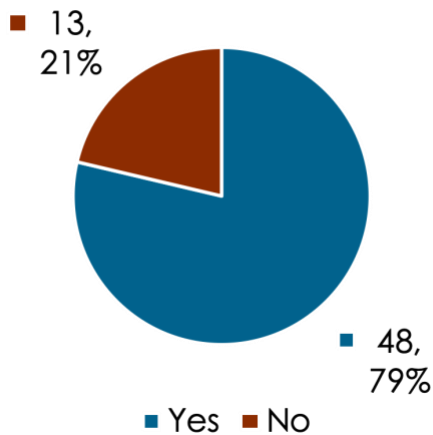
### Cell Phone Benefit (61)



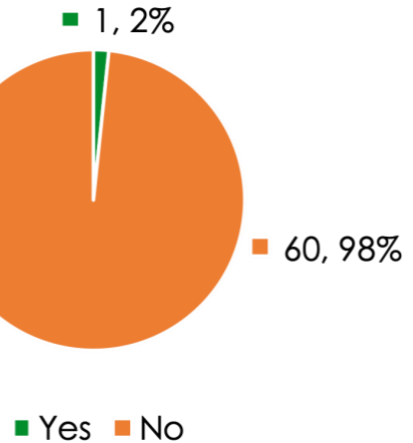
**Remote Access and Work.** Survey participants were asked whether their district provides employees with a laptop, tablet, or other computer equipment to use away from the office. The majority of respondents indicated that the general manager had this equipment, and 16 districts provide laptops or tablets for all employees.

Several districts indicated informal arrangements or a willingness to allow for remote work as necessary, but only one district has a formal remote work policy.

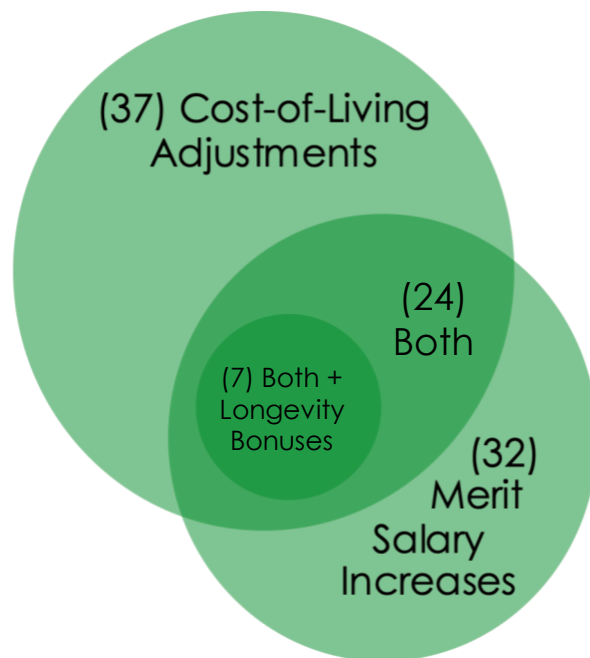
Laptops/Tablets Provided (61)



Remote Work Policy (61)



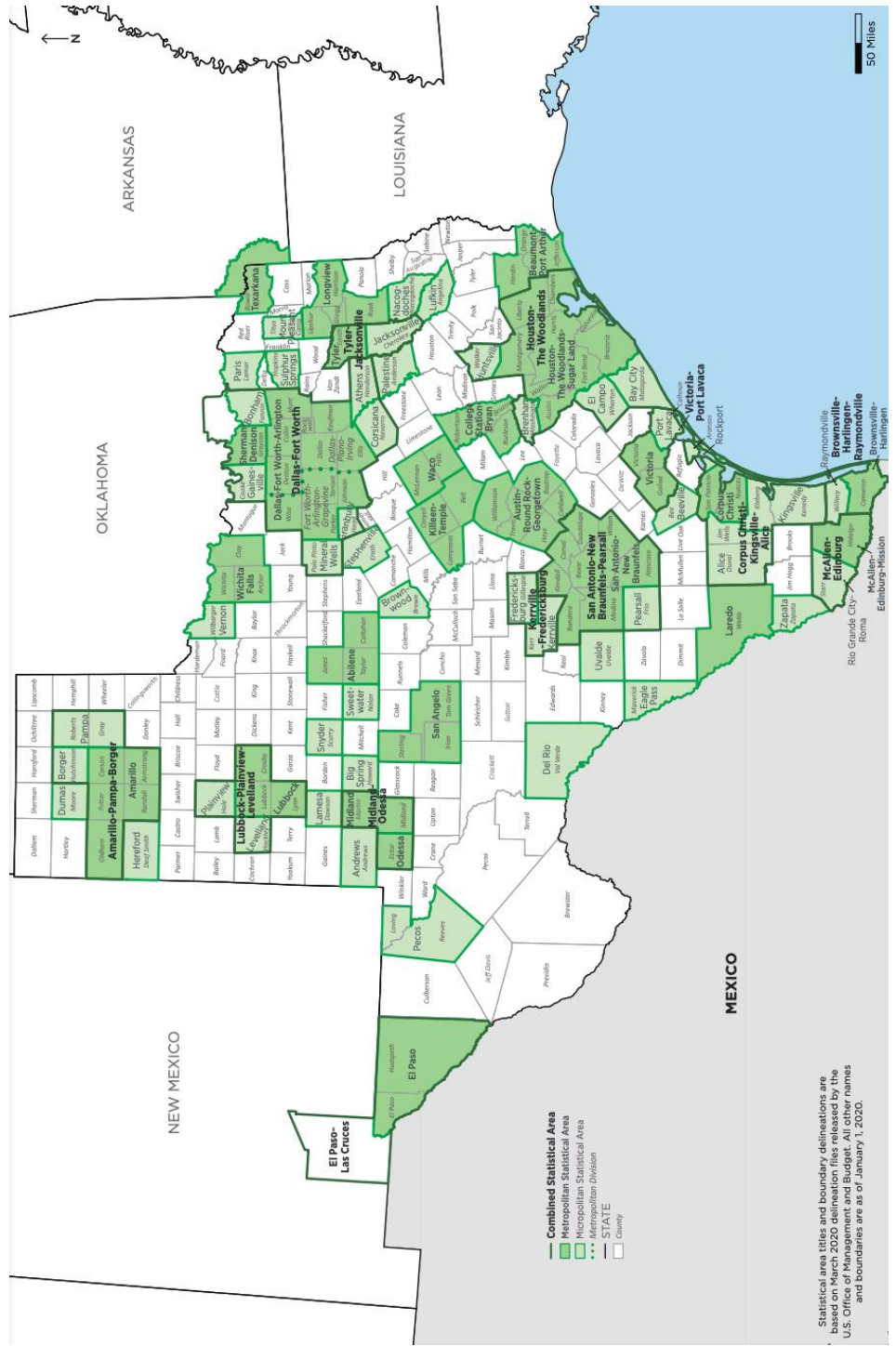
**Salary Increases.** Many districts indicated that they offer regular cost-of-living salary adjustments or merit salary increases. Over a third of the 61 responding districts with at least one full-time employee offer both of these salary benefits. Seven districts also offer longevity bonuses.



**\* END OF REPORT \***

## **APPENDIX A – POPULATION AND URBAN STATUS DATA**

This map shows metropolitan statistical areas and micropolitan statistical areas in Texas. To view the map online and learn more from the United States Census Bureau, visit <https://www.census.gov/geographies/reference-maps/2020/demo/state-maps.html>.



Listed below are the counties with at least 10% population growth from 2010-2020. This data set from the Texas Demographic Center uses 2020 population estimates. Learn more about the data here: <https://demographics.texas.gov/data/tpepp/estimates/>.

<b>County</b>	<b>2020 Population Estimate</b>	<b>Population Change Since 2010</b>	<b>Percent Change from 2010-2020</b>
Comal	161328	52856	48.7
Hays	232080	74973	47.7
Kendall	47700	14290	42.8
Williamson	602686	180007	42.6
Fort Bend	818912	233537	39.9
Denton	904005	241391	36.4
Kaufman	140667	37317	36.1
Rockwall	105969	27632	35.3
Collin	1047901	265560	33.9
Montgomery	609172	153426	33.7
Andrews	19588	4802	32.5
Midland	179232	42360	30.9
Waller	55626	12421	28.7
Guadalupe	169139	37606	28.6
Chambers	44944	9848	28.1
Ellis	191469	41859	28
Travis	1285526	261260	25.5
Liberty	93496	17853	23.6
Ector	169394	32264	23.5
Wilson	52839	9921	23.1
Parker	143504	26577	22.7
Brazoria	382874	69708	22.3
Bastrop	90262	16091	21.7
Gaines	21258	3732	21.3
Hood	61387	10205	19.9
Martin	5739	940	19.6
Brazos	233071	38220	19.6
Reeves	16400	2617	19
Medina	54612	8606	18.7
Wise	70078	10951	18.5
Blanco	12365	1868	17.8
Loving	96	14	17.1
Galveston	341146	49837	17.1
Bexar	2006193	291420	17
Bell	362093	51858	16.7
Johnson	175987	25053	16.6
State of Texas	29149480	4003915	15.9
Reagan	3895	528	15.7
Burnet	49225	6475	15.1
Harris	4703708	611249	14.9
Randall	138549	17824	14.8
Hidalgo	888958	114185	14.7
Hunt	98685	12556	14.6
Winkler	8145	1035	14.6
Rains	12493	1579	14.5
Caldwell	43501	5435	14.3

Tarrant	2063496	254462	14.1
Atascosa	51233	6322	14.1
Bandera	23360	2875	14
Walker	77300	9439	13.9
Erath	43110	5220	13.8
Austin	32344	3927	13.8
Llano	21890	2589	13.4
Somervell	9605	1115	13.1
Goliad	8127	917	12.7
Grayson	136052	15175	12.6
San Jacinto	29652	3268	12.4
Webb	280547	30243	12.1
Dallas	2647627	279488	11.8
Grimes	29730	3126	11.8
Polk	50717	5304	11.7
Yoakum	8773	894	11.3
Glasscock	1363	137	11.2
Gillespie	27617	2780	11.2
Lubbock	309880	31049	11.1
Navarro	52973	5238	11
Smith	232675	22961	10.9
Frio	18937	1720	10