

Staying Competitive: Why Public Power Needs to Pay Equitably



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Introduction

The need to pay competitive salaries

Public power utilities provide reliable electric service at comparably low cost, and they do so because they are staffed by dedicated and highly qualified individuals who possess years of experience. Employees of public power utilities understand their local communities and take pride in keeping the lights on for their neighbors. Many have chosen public service, and that is why they work for public power.

Despite these advantages, public power utilities frequently pay less than their cooperative and investor-owned utility counterparts. As this report explores in detail, cooperatives and IOUs at times pay as much as 20-30 percent more than public power utilities for similar positions. Some cooperative CEO compensation is double what a general manager at a similarly sized public power utility makes. Furthermore, the skill sets of many utility jobs are transferrable to other industries, and often these industries pay significantly more. Some public power employees might be willing to accept lower salaries and hourly pay because of other lifestyle considerations, but talented workers might not be willing to hold out when competitors are willing to provide substantial pay increases.

In an economy with record low unemployment, where there are more job openings than active job seekers, the pay disparity between public power utilities and other utilities and businesses can be especially problematic. Under these circumstances, job seekers have more options and are able to negotiate higher salaries, which means they might be more inclined to take on new jobs across town.

Technological and economy-wide challenges may exert even more pressure on public power utilities to pay at competitive rates. The rapid deployment of distributed energy resources, such as rooftop solar photovoltaics, energy storage, and electric vehicles, is likely to accelerate in the years to come. It is especially important for public power utilities to attract and retain talented professionals who understand these new technologies and how to integrate these resources. These technologies also mean that customers have changing expectations of their relationship with the utility, and it will be important for public power employees to understand the community and to be ambassadors to customers.

This report explains why public power needs to pay competitive wages. The first section explores and summarizes industry-wide statistics demonstrating the public power advantage. The second section delves into salary data, incorporating data from the American Public Power Association's salary survey and data for cooperatives and IOUs. The data show public power pays less despite providing more. The third section discusses some of the consequences of this pay disparity, including the loss of talent to other utilities and sectors and increased pressure on those who stay. The final section explores the importance of communicating the need for competitive pay to governing bodies and the public and includes a list of educational resources.

Public Power Provides More

Public power utilities, on average, provide more reliable electricity service than IOUs and cooperatives, and do so at a lower cost. Industry statistics consistently demonstrate the superior service of public power.

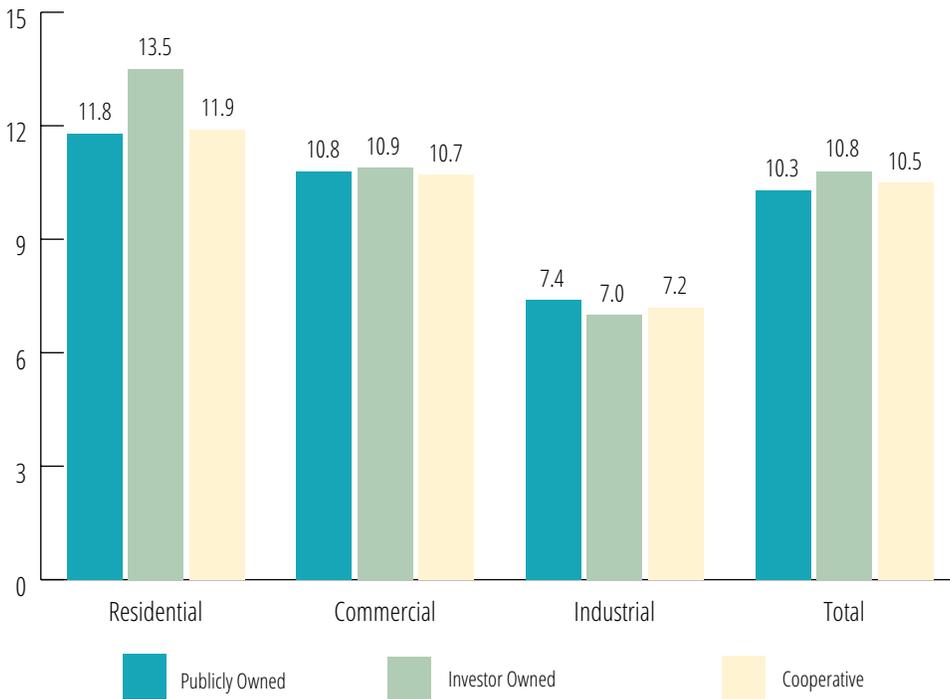
Lower Rates

Average utility rates are measured in revenue per kilowatt-hour (kWh), which is calculated by taking a utility's annual revenue and dividing by its total annual sales. By this measure, public power utilities outperform other types of utilities, providing electricity at much lower rates.

The chart below shows average annual rates for public power utilities, IOUs, and cooperatives measured across residential, commercial, and industrial sectors, as well as for all classes combined. In 2017, public power residential rates were 13 percent lower than residential rates in IOU service territories.¹ Residential rates for public power utilities are also lower than cooperative utility rates.

Commercial rates are about the same for all utility types. Public power utilities have slightly higher industrial rates, but also tend to serve smaller industrial loads.

Average Retail Electric Rates by Customer Class, 2017



Source: Energy Information Administration, Form EIA-861, 2017 data

¹ IOU rates include “unbundled” sales provided by retail choice providers. In retail choice states, customers have the option of choosing alternative suppliers. Most public power and cooperative utilities are exempt from retail choice, thus over 99 percent of all retail choice sales occur in IOU service territories. Therefore, energy-only sales are ascribed to IOUs. The rates in the chart are reflective of these sales, as well as “bundled” sales, or sales provided directly by the utility to its customers.

Higher Reliability

Despite lower average rates, public power utilities regularly have higher reliability scores than the other utility types. The table below summarizes EIA data for 2017 for all utilities. The data show the System Average Interruption Duration Index (SAIDI) and System Average Interruption Frequency Index (SAIFI). SAIDI measures how much outage time, in minutes, a typical customer connected to a given system experiences on average over a year, and SAIFI measures the average number of interruptions a typical customer experiences while connected to a given system. A Major Event Day (MED) is a day where the duration of outages experienced by customers is statistically significant in comparison to the last 5 years of utility outage history. This means that to be declared a MED, a day must have a daily SAIDI greater than 99 percent of the days in the last 5 years. Many utilities measure reliability both with and without MEDs. The Institute of Electrical and Electronics Engineers (IEEE) has established one set of standards, but some utilities measure outage information by other industry-accepted standards. The data below show SAIDI and SAIFI metrics for both IEEE and other standards.

National reliability metrics, 2017				
	All	Coop	IOU	Public Power
Number of Utilities Submitting Data	1,084	531	173	330
National Reliability Metrics (IEEE Standard)				
Average of SAIDI With MED (IEEE)	374.64	500.42	369.25	142.48
Average of SAIDI Without MED (IEEE)	136.87	160.14	142.44	74.65
Average of SAIFI With MED (IEEE)	1.58	1.94	1.51	1.05
Average of SAIFI Without MED (IEEE)	1.22	1.46	1.15	0.83
National Reliability Metrics (Other Standard)				
Average of SAIDI With MED (Other)	365.20	559.88	286.42	201.96
Average of SAIDI Without MED (Other)	130.26	173.81	106.34	77.23
Average of SAIFI With MED (Other)	1.43	1.95	1.39	1.05
Average of SAIFI Without MED (Other)	1.05	1.32	0.97	0.79

Source: Energy Information Administration, Form EIA-861, 2017 data

As the table shows, regardless of the standard applied, public power significantly outperforms both cooperatives and IOUs when it comes to reliability. Public power customers experience fewer outages and are left in the dark for much shorter time than other electric customers.

Public power's reliability performance has been excellent over time. Data from the American Public Power Association's reliability survey, conducted every two to three years, shows public power utilities have been consistently reliable for the past 12 years. The Customer Average Interruption Index (CAIDI) measures the average outage duration for customers who experienced outages.

Summary of public power reliability, 2017

	SAIFI	SAIDI	CAIDI
Minimum	0.03	0.38	0.08
First Quartile	0.36	20.84	42.25
Median Quartile	0.69	42.31	71.33
Third Quartile	1.17	84.86	106.00
Maximum	9.60	487.66	292.33
Average	0.99	60.02	82.40

Source: 2018 American Public Power Association Reliability Survey.

Average reliability for public power

Survey Year	SAIFI	SAIDI	CAIDI
2005	1.60	54.03	65.91
2007	4.18	69.80	90.06
2009	0.88	68.98	86.75
2011	0.81	46.36	73.86
2013	1.11	58.49	96.47
2015	0.91	62.53	78.80
2018	0.99	60.02	82.40

Source: American Public Power Association Reliability Surveys, 2005-2018.

Public Power Pays Back

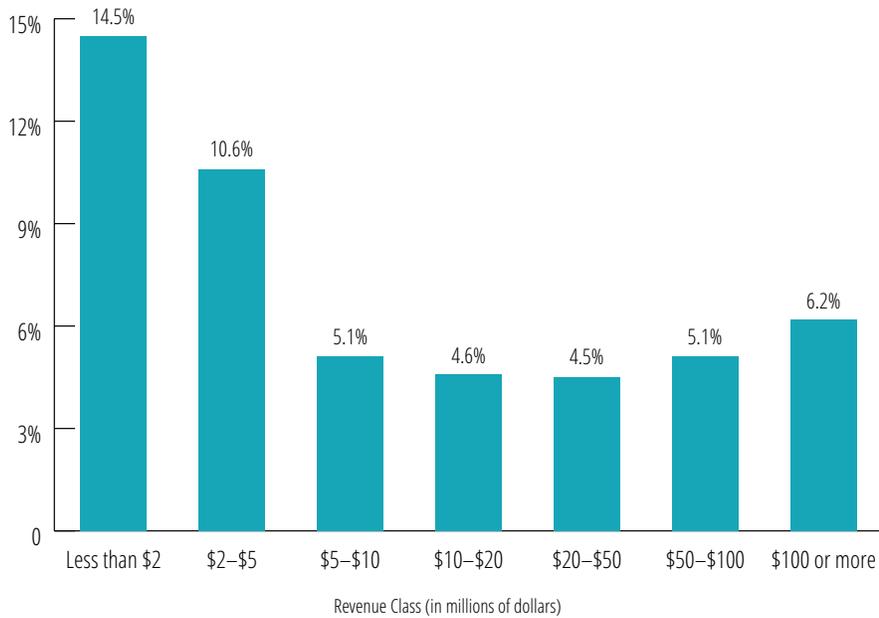
Because public power utilities are usually exempt from local taxes, a common misperception is that they have a competitive advantage over IOUs. However, public power utilities provide direct benefits to their communities in the form of payments and contributions to state and local governments. The most common type of contribution is a payment in lieu of tax (PILOT), which is a payment made to the state or local government, usually based on a proportion of total revenues.² Other types of contributions include property-like taxes, transfers to the general fund, and free or reduced cost services, such as street lighting.

The median value of these contributions, according to a 2016 Association survey, was 5.6 percent of total operating revenues. In comparison, the median tax payments to state and local governments on the part of IOUs was 4.4 percent of total electric operating revenues. In other words, the tax payments and contributions provided by public power utilities was 27 percent higher than the taxes paid by IOUs.

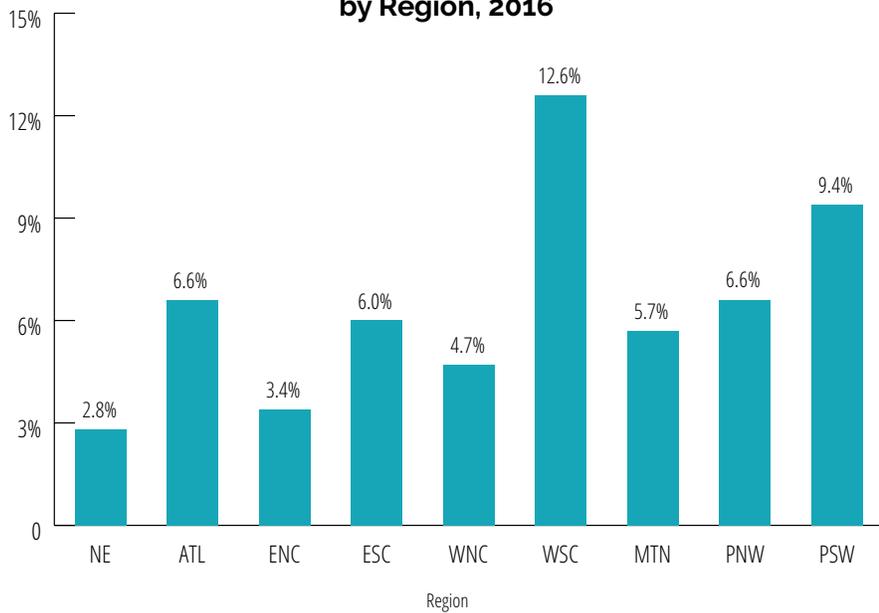
² PILOTs may also be a flat payment based on city budget needs, or can also be based on other factors, such as a percent of net utility plant in service, or a property tax equivalent.

The charts below from the survey report, *Public Power Pays Back*, show median tax payments by region and revenue class.

Median Net Payments and Contributions of Publicly Owned Utilities as Percent of Electric Operating Revenue, 2016



Median Net Payments and Contributions of Publicly Owned Utilities as Percent of Electric Operating Revenue, by Region, 2016



Northeast	Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Atlantic	Washington, D.C., Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia
East North Central	Illinois, Indiana, Michigan, Ohio, Wisconsin
East South Central	Alabama, Kentucky, Mississippi, Tennessee
West North Central	Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota
West South Central	Arkansas, Louisiana, Oklahoma, Texas
Mountain	Colorado, Montana, New Mexico, Utah, Wyoming
Pacific Northwest	Alaska, Idaho, Oregon, Washington
Pacific Southwest	Arizona, California, Nevada

These payments provide an enormous value to local communities. In some cases, cities eschew sales and other taxes, relying solely on the revenue generated from these contributions. The total value of all contributions and payments well exceeds \$1 billion each year.

Other Benefits of Public Power

Public power utilities provide other tangible and intangible benefits to their communities. For example, ownership of assets provides local control over investments, power supply choices, and programs. Citizens have the opportunity to participate in meetings to weigh in on utility decisions. Long-term planning is often done with a view to incorporating community input and policy directives.

Along with the tax payments and contributions, this local control also enables local economic development. Every dollar of a public power employee's paycheck circulates through the local economy an estimated four to five times.³ Furthermore, public power utilities work closely with local businesses to provide the highest levels of reliability, customer service, and development assistance.

Public power utilities are also innovators when it comes to technology and many public power utilities have taken a leadership role in preparing their communities for the future by pursuing new technologies as an integral part of community growth. For example, some public power communities now offer telecommunication services, such as broadband, as private companies weren't providing these services to their town at competitive prices. This offering has encouraged additional economic development in these communities.

Public power utilities are also leaders in developing clean energy resources. Many public power utilities offer community solar programs, which add solar generation to the utility's generation portfolio and offer customers who may not otherwise have access to rooftop solar generation an opportunity to directly contribute to the development of renewable resources. A number of public power utilities have also committed to or have already achieved 100 percent clean energy goals — as of August 2019, five of the six cities sourcing 100 percent renewable generation are served by public power.⁴ Nationally, more than 40 percent of public power generation in 2017 was from non-carbon emitting sources, compared to 37 percent of generation for all utilities.⁵ In total, public power utilities have reduced carbon emissions by 33 percent since 2005, as compared to 24 percent for the entire electric sector.⁶

³ American Public Power Association, *Public Power for Your Community*, p. 24. Accessed at https://www.publicpower.org/system/files/documents/municipalization-public_power_for_your_community.pdf

⁴ Ready for 100 Commitments, Sierra Club. Accessed August 27, 2019. <https://www.sierraclub.org/ready-for-100/commitments>

⁵ 2019 Public Power Statistical Report, American Public Power Association. <https://www.publicpower.org/resource/2019-public-power-statistical-report>

⁶ Environmental Protection Agency Clean Air Markets database, 2017 data.

Other advantages of public power include

- Improved local government efficiency through sharing of personnel, equipment, and supplies
- Added community leadership in innovation and development due to local management and operations
- Recognized commitment to conservation, safety, and the environment
- Local control over special programs (energy conservation, rate relief for certain customer classes, etc.)
- Local control over the electric distribution system aesthetics and design
- Local control that allows matching local resources to local needs
- No economic bias toward high cost, capital intensive techniques or technologies
- Innovative techniques and technology to meet energy needs
- Primary mission of providing least-cost, reliable service over maximizing profit
- A competitive standard against which the service of all utilities may be measured.

Whether it is local control over utility operations, lower rates, or higher reliability, public power provides significant value. This value proposition is threatened, however, if public power utilities cannot retain talented employees. The next section of this report explores the disparity in pay between public power and other utilities.

Public Power Pays Less

Despite the many advantages public power utilities bring to their communities, they continue to struggle to keep salaries on par with the rest of the industry. Though many public power utilities have taken measures to develop retention programs and to improve their compensation packages, public power utilities still pay on average much less than comparable cooperatives and IOUs.

Public Power Salaries

Each year the Association conducts a salary survey of publicly owned utilities. This survey is conducted in early summer and encompasses both members and non-members. Approximately 300-400 utilities participate in the survey annually, providing salary data for management positions and hourly pay data for non-management positions.

The salary data are aggregated and summarized in the Public Power Salary Survey Report. The tables show average (mean) salaries and hourly pay, and further divide the aggregated data into quartiles. Mean and quartile data for each position are shown for all public power utilities and are further broken down by revenue and number of customers served. The report also aggregates data by region and revenue class (greater than and less than \$15 million).

The tables in this section show national salary and hourly wage averages for all titles included in the survey.



Annual Salaries by Occupation Publicly Owned Utilities (Excluding Joint Action Agencies), May 2019

	Number of Responses	Mean	First Quartile	Median	Third Quartile
General Manager	323	174,534	115,815	148,763	198,428
Assistant General Manager	114	147,717	103,805	136,000	165,177
Chief Engineer	121	139,819	108,000	131,914	159,233
Director of Power Supply Planning	75	149,898	120,580	147,000	174,811
Steam Plant Superintendent*	67	117,546	81,500	114,774	141,225
Supervisory Engineer**	174	106,324	83,335	103,966	124,365
Line Division Superintendent***	257	107,880	89,544	104,042	121,305
Construction Superintendent	175	96,291	84,214	93,200	105,974
Chief Financial Officer	242	125,902	91,049	112,590	143,652
Chief Accountant	120	104,832	79,046	98,467	123,762
Rate Analyst	53	94,634	76,856	92,582	109,070
Safety Specialist	85	87,354	71,506	83,637	99,970
Human Resources Director	130	113,013	82,318	106,673	136,448
Director of Customer Services	153	105,897	73,442	93,190	136,677
Information Systems Manager	150	109,524	85,681	106,094	128,622
Communications Director	83	109,375	80,756	102,814	134,434
General Counsel	46	183,331	127,590	175,932	201,335
Fuels Manager	30	123,199	94,707	124,357	150,853
Purchasing Director	92	95,123	67,231	84,977	109,715
Marketing Director	45	111,677	80,000	101,441	132,080
Key Accounts Manager	78	92,770	73,509	87,000	106,112
Telecom/Broadband Manager	56	116,787	95,651	118,766	133,685
Energy Services Director	45	119,622	89,294	112,284	141,586
Electrical Engineer	125	93,939	79,716	93,558	104,000
Risk Manager	41	115,597	82,126	113,588	135,400
Information Technology Analyst	82	83,399	66,951	79,430	98,348
Cybersecurity Officer	50	106,736	76,237	94,060	132,423

*Production Superintendent salaries for utilities with \$15 million or less in electric revenues are included in this occupational classification

**Operations Superintendent salaries for utilities with \$15 million or less in electric revenues are included in this occupational classification

***Line Superintendent salaries for utilities with \$15 million or less in electric revenues are included in this occupational classification

Hourly Rate, by Occupation, Publicly Owned Utilities (Excluding Joint Action Agencies), May 2019

	Number of Responses	Mean	First Quartile	Median	Third Quartile
Meter Technician	217	32.68	25.81	31.28	38.98
Substation Technician	147	37.97	31.80	37.52	44.27
Dispatcher	100	35.31	23.73	34.00	43.03
Meter Reader	177	22.24	17.00	21.62	25.95
Journeyman Lineworker	340	37.46	32.00	37.27	41.84
Apprentice Lineworker	280	28.26	23.40	27.54	32.46
Tree Foreman	65	34.45	28.94	32.69	40.89
Journeyman Tree Trimmer	47	28.32	20.57	25.55	33.68
Master Electrician	77	37.74	32.14	37.01	42.41
Power Plant Mechanic	87	34.98	29.55	34.21	39.59
Power Plant Operator	99	34.23	26.66	32.91	39.95
Industrial Technician	42	38.28	30.96	38.01	45.68
Draftsman	80	29.93	24.12	29.29	34.12
Locator	88	29.39	22.25	27.93	35.30
Engineering Associate	96	32.59	27.06	32.37	36.85
Instrument Technician	52	40.22	34.29	38.42	46.18
Plant Shift Supervisor	49	46.22	39.83	45.36	52.47
Customer Services Representative	269	21.39	17.33	21.00	24.66
Accounts Receivable	212	23.58	20.18	23.06	27.30
Payroll Clerk	184	25.44	21.22	25.10	28.76
Office Administrator	123	27.78	21.91	25.06	31.32
Executive Assistant	165	27.07	22.00	26.91	31.52
Fleet Mechanic	131	29.92	23.70	28.62	34.58
Storekeeper	148	28.32	23.11	28.52	32.77

As would be expected, salaries vary by utility size, with higher average salaries at utilities with more revenue and more customers. Regional variations also factor into salary and hourly pay difference. The appendix contains tables showing median salaries and hourly pay data for all surveyed positions by revenue and customer count.

For general managers only, survey respondents were asked to provide total compensation, including bonuses. The next two tables show compensation levels by revenue and customers served.

General Manager Total Annual Compensation by Revenue, Publicly Owned Utilities (Excluding Joint Action Agencies), May 2019

Revenue Class (in millions)	Number of Responses	Mean	First Quartile	Median	Third Quartile
Less than \$3	16	80,554	68,383	81,056	86,974
\$3 to \$6	21	94,896	77,600	91,500	103,113
\$6 to \$10	31	123,713	106,732	119,083	143,797
\$10 to \$15	30	132,649	111,182	128,584	143,000
\$15 to \$25	46	147,775	119,823	132,837	164,026
\$25 to \$50	80	155,610	128,997	161,442	178,723
\$50 to \$100	43	202,605	154,542	193,181	220,573
\$100 or more	56	309,283	223,437	280,612	331,250

General Manager Total Annual Compensation by Customer Count, Publicly Owned Utilities (Excluding Joint Action Agencies), May 2019

Customers	Number of Responses	Mean	First Quartile	Median	Third Quartile
Less than 1,000	10	67,801	59,257	69,805	78,500
1,000 to 2,000	13	87,949	84,278	87,610	92,143
2,000 to 4,000	41	116,877	96,200	114,570	135,250
4,000 to 10,000	98	138,170	115,924	136,315	159,619
10,000 to 20,000	65	176,020	129,047	170,000	196,700
20,000 to 40,000	45	189,395	154,084	185,400	218,500
40,000 to 100,000	28	240,761	189,756	227,617	289,979
100,000 or more	23	413,706	307,500	358,760	465,500

Cooperatives and IOUs

Select salary data for cooperatives and IOUs are available through several sources. Salary data for top-level cooperative employees is publicly available through IRS Form 990 filings for each cooperative. Top-level IOU employee salary data can be found on Federal Energy Regulatory Commission (FERC) Form 1 filings. Other management and non-management data has been provided to the Association through the Western Management Group (WVG), which conducts an electric utility salary survey at the beginning of each calendar year that includes IOUs, cooperatives, and public power utilities.

IRS Form 990 data are available for almost all distribution cooperatives. The latest year for which data are available is 2017. As with public power salaries, salary data are aggregated and broken out nationally and by customer and revenue class. The table below shows total compensation (including bonuses) for top-level cooperative executives (CEO or general manager).

Top Level Executive Annual Compensation by Revenue, Rural Electric Cooperatives, December 2017

Revenue Class (in millions)	Number of Responses	Mean	First Quartile	Median	Third Quartile
Less than \$6	9	132,724	110,677	120,765	140,280
\$6 to \$10	27	132,413	120,160	125,816	148,662
\$10 to \$15	72	146,206	124,923	137,963	173,928
\$15 to \$25	114	171,770	137,001	162,133	194,888
\$25 to \$50	184	197,883	157,237	188,606	217,704
\$50 to \$100	143	255,698	196,304	227,885	286,243
\$100 or more	110	370,481	250,142	334,856	453,483

Top Level Executive Annual Compensation by Customer Count, Rural Electric Cooperatives, December 2017

Customers Served	Number of Responses	Mean	First Quartile	Median	Third Quartile
Less than 2,000	8	131,273	a	123,291	a
2,000 to 5,000	61	144,246	121,006	137,087	161,506
5,000 to 10,000	137	163,579	131,341	156,024	182,764
10,000 to 15,000	97	186,271	152,406	185,760	216,754
15,000 to 20,000	80	203,527	159,421	189,843	217,910
20,000 to 40,000	152	238,925	190,834	221,711	265,633
40,000 to 100,000	100	337,136	232,556	297,250	390,677
100,000 or more	24	498,597	388,433	473,511	612,749

Note a: Quartiles are not calculated for fewer than 9 responses.

Cooperatives also reported salaries for other selected employees. The Association summarized salary data for the most commonly reported positions. Below are the median salaries for those positions by revenue and customer class.

Median Salaries by Revenue Class, Rural Electric Cooperatives, December 2017

Revenue Class (in millions)	Chief Financial Officer	Principal Operations Officer	Principal Engineering Officer	Line Foreman	Journeyman Lineworker
Less than \$6	93,996	a	a	a	a
\$6 to \$10	69,917	a	a	a	a
\$10 to \$15	100,205	117,722	a	106,272	110,723
\$15 to \$25	110,027	113,264	119,704	109,766	110,553
\$25 to \$50	111,180	113,087	119,123	111,323	116,692
\$50 to \$100	137,837	132,041	135,439	121,699	113,807
\$100 or more	179,151	155,467	162,698	136,098	132,550

Note a: Medians are not calculated for fewer than 5 responses.

Median Salaries by Customer Count, Rural Electric Cooperatives, December 2017

Customers Served	Chief Financial Officer	Principal Operations Officer	Principal Engineering Officer	Line Foreman	Journeyman Lineworker
2,000 to 5,000	101,841	120,120	a	a	a
5,000 to 10,000	99,837	113,528	118,097	104,234	110,172
10,000 to 15,000	111,326	119,004	118,945	111,371	113,478
15,000 to 20,000	117,862	114,906	125,087	117,176	115,110
20,000 to 40,000	130,125	129,110	131,101	118,594	118,656
40,000 to 100,000	168,138	151,672	153,595	134,967	128,203
100,000 or more	222,301	246,522	196,810	a	133,222

Note a: Medians are not calculated for fewer than 5 responses.

IOU salary data obtained from FERC Form 1 was also aggregated, and as with cooperatives, includes top-level executive pay. Also, as with cooperatives, IOUs reported different positions, and the Association attempted to categorize these consistently. All but one of the IOUs included in this report have revenues above \$100 million, and all but three have more than 100,000 customers.

Note that for IOUs, the top executive (President, CEO, and/or Chairman of the Board) salary represents base salary only.

Investor-Owned Utility Salaries as of December 31, 2018

	Number of Responses	Mean	First Quartile	Median	Third Quartile
Top Executive	63	783,634	478,500	593,787	875,229
Vice President	16	369,264	305,777	355,555	442,500
CFO	51	402,502	297,015	382,509	470,858
COO	23	506,029	338,842	445,000	516,805
General Counsel	38	422,842	298,524	350,527	467,135
Treasurer	16	244,041	182,649	247,553	321,632
Human Resources	21	272,262	223,575	250,000	309,600
Customer Services	20	264,048	217,013	253,599	320,985
IT/Information Officer	18	239,245	192,009	237,101	305,385

The table below presents just the top-level executive compensation by both revenue and customer count for public power utilities and rural electric cooperatives. This table shows that for some groups, rural electric cooperative CEOs make as much as 33 percent more than CEOs for similarly sized public power utilities, and make approximately 20-25 percent more at utilities with higher revenue and more customers. The differential is made starker considering that the data for cooperatives is two years older than the public power utility data.

Median Top Level Executive Total Compensation, by Revenue, Public Power Utilities and Rural Electric Cooperatives

Revenue Class (in millions)	Cooperatives (2017)	Public Power Utilities (2019)	% Difference
Less than \$3	a	81,056	N/A
\$3 to \$6	120,765	91,500	32.0%
\$6 to \$10	125,816	119,093	5.6%
\$10 to \$15	137,963	128,584	7.3%
\$15 to \$25	162,133	132,837	22.1%
\$25 to \$50	188,606	161,442	16.8%
\$50 to \$100	227,885	193,181	18.0%
\$100 or more	334,856	280,612	19.3%

Note a: Cooperatives less than \$6 million combined together

Median Top-Level Executive Total Compensation, by Customer Count, Public Power Utilities and Rural Electric Cooperatives

Customers Served	Cooperatives (2017)	Public Power Utilities (2019)	% Difference
Less than 1,000	a	69,805	N/A
1,000 to 2,000	131,273	87,610	33.3%
2,000 to 4,000	136,667	114,570	16.2%
4,000 to 10,000	148,347	136,315	8.1%
10,000 to 20,000	181,626	170,000	6.4%
20,000 to 40,000	221,711	185,400	16.4%
40,000 to 100,000	297,250	227,617	23.4%
100,000 or more	473,511	358,760	24.2%

Note a: Medians are not calculated for fewer than 5 responses.

Cooperative and IOU salaries are also generally higher for all positions. For example, for the largest utility revenue class (over \$100 million), the median Chief Financial Officer annual salary is \$177,035 for public power utilities, while it is \$222,301 for cooperatives and \$402,502 for IOUs.

Non-Utility Salary Data

Public power utilities compete with more than other utilities in attracting and retaining talented employees. Many utility employees — such as financial, customer service, legal, human resources, and administrative positions — are transferrable to other types of businesses and organizations. In addition, as the utility industry continues to digitize, the hiring of individuals with a software or information technology background means finding skilled individuals whose experiences are not restricted to the utility industry.

Several websites provide general salary ranges to the public free of charge. These sites can be good to use for rough estimates, and combined with other resources, such as the Association's salary survey report, for deeper analysis. These general estimates can tell a utility if its compensation for these positions is relatively close to average.

For example, according to Salary.com, the median pay for a chief financial officer in the United States is \$372,314, with a range between \$292,324 and \$468,880. Location certainly matters, and in California the median salary rises to \$415,875, with a range between \$326,526 and \$518,154. Total compensation brings the national average to over \$500,000 per year. As with utilities, the size of the employer impacts average pay as well. CFO pay for private companies with less than \$20 million in annual revenue is \$194,354. That increases to \$237,983 for companies with \$20-\$99 million in annual revenue.

Another position of note is chief technology officer, which has an average annual salary of \$272,705, with a typical range between \$225,665 and \$331,163. Including cash compensation, the average total compensation increases to \$346,717. For Human Resource Directors, the average salary is \$152,848, with a range between \$134,827 and \$173,742. And for General Counsels, the average pay is \$261,990 to \$394,790, with a midpoint of \$322,090.

These are general, national ranges. Sites such as Salary.com, Indeed.com, and RobertHalf.com all provide salary data that can be localized to the state and even city level. That being said, public power utility averages for these positions are much lower than what is indicated from these websites.



Determining Employee Value in Easton

Easton Utilities in Maryland strives to set pay at plus or minus five percent of the current job market. Easton Utilities' human resources staff completes a periodic job market analysis to compare employees with similar job titles in the industry and local market. Every three to five years they also contract with a salary consultant to verify or update data. Additionally, Easton has established a Position Analysis, Classification and Evaluation (PACE) program. The program addresses the fact that many job titles at the utility are unique and thus difficult to establish comparative pay. The program helps establish internal equity by creating an internal grading scale applied equally throughout the organization.

The job evaluation is meant to capture what is required of the employee in their specific job, and is not an evaluation of job performance. The weighted factors — established by an internal committee — are:

- Job knowledge
- Problem solving
- Accountability
- Human relations
- Working conditions

As an example, for the working conditions category, a lineman position would grade more highly than an administrative position.

In addition to comparing salaries to other utilities, Easton has hired compensation consultants to conduct executive compensation studies. The consultants examine CEO pay for local businesses and use that as a benchmark for compensating Easton's CEO.

Though public power utilities may be challenged to pay as much as private corporations, they must be cognizant of whether they are at a substantial disadvantage.

It's Not Just Pay

Though pay is certainly a crucial element to attracting and retaining talent, there are other considerations as well. Candidates are also concerned about culture, non-pay benefits, and other miscellaneous factors, such as the ability to telecommute. According to the Society for Human Resource Management (SHRM), 61 percent of employers indicated they provide some form of tuition reimbursement. The median amount provided is \$3,000 and the average is \$3,998.⁷

The utility also stresses total compensation and not just base salary. Easton provides employees information each year that details their total job value, which includes benefits and other forms of compensation.

⁷ Society for Human Resource Management, 2016 Human Capital Benchmarking Report. <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Human-Capital-Report.pdf>



Supporting STEM Skills Early On

The Nebraska Public Power District's Pathways to a Technical Future program provides a variety of learning experiences for students, focusing on science, technology, engineering, and math classes. The Pathways program is funded in part by the American Public Power Association's Demonstration of Energy and Efficiency Developments (DEED) program.

"NPPD created an online learning repository for students and teachers, a mobile maker-space, and a way for other utilities to partner and utilize the resources. Our STEM programs have specific focus, purpose, and value.

The following are three of hundreds of positive examples of what the program has made possible:

A 7th grader used the engineering design process and a 3D printer to design a new pen holder for a special needs family member.

A technical math class learned to use right triangles to estimate the height of a power pole to confirm what they had figured out from the actual pole schematics.

Two students from two different schools worked together through a shared engineering notebook to install, configure, and eventually play retro video games on a Raspberry Pi."¹⁰

A survey of job recruiters identified the benefits and perks most important in attracting job candidates. The results were:

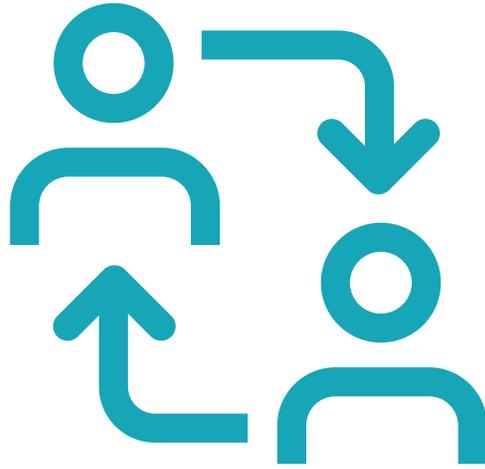
- 67 percent: medical/dental insurance
- 55 percent: 401k plan
- 43 percent: ability to telework
- 36 percent: casual dress
- 31 percent: continuing education reimbursement
- 28 percent: a signing bonus⁸

Telecommuting is becoming increasingly important. According to one study, telecommuting is the second most common method of traveling to work, behind driving and ahead of mass transportation.⁹ Younger candidates also increasingly expect to have the ability to telework. This is clearly not an option for every position, but it is a relatively low-cost way to increase employee satisfaction.

⁸ Jobvite, 2018 Recruiter Nation Survey <https://www.jobvite.com/wp-content/uploads/2018/11/2018-Recruiter-Nation-Study.pdf>

⁹ Mike Maciag, "More Americans Now Telecommute Than Take Public Transportation to Work," *Governing*, September 21, 2018. <https://www.governing.com/topics/transportation-infrastructure/gov-workers-telework-public-transportation-commute.html>

¹⁰ Chad Johnson, "Why invest in youth education?" American Public Power Association, January 5, 2018 <https://www.publicpower.org/blog/why-invest-youth-education>



Public Power at Risk

Compensation is at or near the top of considerations when it comes to choosing careers. Higher pay is more than just compensation; it can be seen as recognition for good work and a signal that the employee is appreciated. For those already in the workforce, when opportunities materialize, talented professionals will consider changing jobs by weighing factors such as if the change would not necessitate uprooting one's family and if the pay is considerably better.

If public power employees continue to be underpaid, there is a real risk of losing these skilled professionals, and in turn, losing the public power advantage. Some of the major risks associated with the competitive pay disadvantage are highlighted below.

Loss of talent to other utilities and industries

The most obvious consequence of not paying competitive wages is public power employees choosing to leave for neighboring cooperatives and IOUs. While public power utilities in some parts of the country don't have any "competitor" utilities neighboring their service territory, many public power utilities are close to a cooperative or IOU (or perhaps a better paying public power utility). These utilities are naturally at the most risk of losing employees to other electric utilities.

Losing a talented employee is not only difficult from a succession and retention standpoint, there is a real economic cost in replacing that individual. Estimates vary on the cost of replacing an employee, which includes the time posting the job, advertising, interviewing, and training. According to the Society of Human Resource Management, it costs a company approximately six to nine months of salary to replace an employee.¹¹ Replacement costs can be 50-60 percent of salary, and overall costs range from 90-200 percent. Failure to provide even a modest raise might wind up costing the utility, and its customers, more money.

Even in the absence of a neighboring utility, competition looms large. According to one workforce survey, nearly six in ten people are willing to relocate for a job.¹² For some positions, relocation might not even be necessary, as employees might be able to telework and only sporadically visit an office.

¹¹ The Well, Financial Wellness: Is it Worth the Risk. <https://www.enrich.org/blog/The-true-cost-of-employee-turnover-financial-wellness-enrich>

¹² Manpower Group, "Moving People to Work: Leveraging Talent Mobility To Address the Talent Mismatch in the Human Age," <http://www.manpowergroup.com/wps/wcm/connect/5ddaa5e1-89e4-4b43-821b-e5e420f77c84/Moving-People-to-Work-Leveraging-Talent-Mobility.pdf?MOD=AJPERES>

As mentioned previously, many jobs are transferrable to other firms and types of industries. Utilities are also competing with technology firms for information technology and software employees. Retaining or attracting young professionals can be a particular challenge if an Apple, Google, or a large industrial firm operates within a utility's service territory. As one HR professional working in a large college town indicated, these types of companies are the biggest draw away from the utility for new graduates, as they can pay much more than the local utility.

Another Midwestern utility similarly explained that a large commercial customer base is also its biggest source of competition. These companies are able to pay higher salaries, and thus utility employees with transferrable skillsets are drawn away. This also hinders its recruiting efforts for young professionals.

For some utilities, their location might not be appealing to potential employees due to factors such as climate, demographics, or schools. One general manager noted the utility had to pay a little bit extra just to attract individuals to work for it because of its location. The utility had better luck hiring individuals who already live in the community, and noted that it is much more difficult to draw from outside the immediate region.

Increased pressure on retained employees

When utilities are unable to attract or retain talent, this puts greater pressure on utility employees. Either they have to do double the work because a position remains unfilled, or they might have to pick up the slack for other employees who may not be as good a fit for the position as the person who was lost (or who the utility was unable to hire).

In recent years there has been a reversal of the trend towards an aging workforce, but this does not in any way diminish the need to maintain the workforce. In fact, as the workforce grows younger, it becomes even more essential to retain these younger employees so that they may gain the institutional knowledge that is important to maintaining the public power advantage. This is particularly true with positions such as lineworkers, who are intimately familiar with the service territory. Experienced lineworkers are critical to maintaining reliability, and losing these valued employees costs more than the time and effort needed to retrain new lineworkers.

The institutional knowledge of retiring employees is not easily replaced either. In any industry it is crucial for more experienced workers to train and mentor younger workers, not just to impart specific job knowledge, but also to share unique aspects associated with a particular position. If employees on the precipice of retirement are not replaced with at least some individuals who have been on the job for a significant time, that institutional knowledge cannot be retained.

This is why succession planning is so critical. Baker Tilly prepared a paper that outlines the core components of a successful succession planning program.¹³ Utilities need to ensure that the next generation of skilled workers are being prepared to take over for the more experienced employees who are preparing for retirement. The inability to retain employees because of an inability or refusal to pay a competitive salary undermines these succession planning efforts.

¹³ Baker Tilly, Preserving a Vibrant Public Power Workforce – <https://www.bakertilly.com/insights/preserving-a-vibrant-public-power-workforce/>



Supporting Careers in Energy in Silicon Valley

Silicon Valley Power (SVP) in California offers an annual College Scholarship and Technical School Grant, awarding up to three scholarships of \$5,000 each and up to five technical school tuition grants. SVP also runs an internship program for over 20 years for students, and a majority of them have gone onto a career in energy.¹⁴

¹⁴ Mary Medeiros McEnroe, "Investing in a new generation of utility employees," American Public Power Association, August 8, 2018. <https://www.publicpower.org/blog/investing-new-generation-utility-employees>

The evolution of the electric industry

This is a period of great change, not just for the public power sector, but for the entire electric industry. Technological innovations — including rooftop solar, smart meters, smart thermostats, and other devices — are changing the way energy is delivered to the home as well as customer expectations for utility performance. These innovations could revolutionize the concept of electric utility service, and present many challenges for utilities. In particular, these new technologies will necessitate greater harmonization of different parts of the electric grid. There will also need to be enhanced communications, software, and IT capabilities.

The Center for Energy Workforce Development's *Game Changers* report captures how this changing landscape necessitates a new type of worker. "New digital technology in particular is impacting workforce size as a smarter grid requires a greater number to research, design, build, and protect the new technologies. Entirely new organizations are being created to handle this work."¹⁵ More degreed engineers are needed in this environment, and these engineers have a new set of skill requirements. The report also documents the increasing importance of physical and cyber security, and the need to hire and retain experienced professionals who can address the changing security landscape.

These technologies are changing customer expectations, which require employees to develop a new skillset. "This will, in turn, increase the need for foundational skills like problem solving, critical thinking, and interpersonal communications as routine tasks become automated and more crucial, customer-focused tasks remain."¹⁶

The industry is changing in other ways, including becoming younger. Millennials now make up a growing proportion of the workforce, comprising 30 percent of the utility workforce, and 40 percent of engineering and lineworker positions. These workers are less hesitant to change jobs than prior generations of employees. As CEWD suggests:

Companies must rethink their employment value propositions in order to attract and retain new employees and effectively transfer the knowledge of those who leave. Coupled with employee retention

¹⁵ Center for Energy Workforce Development, *2018 Game Changers: National Strategic Workforce Plan*, p. 2 <http://www.cewd.org/documents/CEWD-GameChangers-2018-FNL.pdf>

¹⁶ *Ibid.*, p. 9



Increasing visibility to encourage inclusion

The New York Power Authority has increased the percentage of women with titles of vice president or higher by fifty percent over the past five years. As part of an effort to recruit women, the agency has actively sought to increase the visibility of women in leadership positions and non-traditional roles such as fieldwork and operations. As Ruth Noemi Colon, Vice President of Enterprise Services, and Chair, Women in Power for NYPA explains:

“We started a Women in Power employee resource group in 2014 to raise the visibility of women throughout the organization. Programs and events typically appeal to all employees, such as entrepreneurship, managing personal finances, and career advancement advice. Speakers, including NYPA employees and leadership from our peer companies and customers, feature mostly women who are highly competent and well-regarded in their fields. Our Women in Power group organizes an annual book club. We select a female author and then invite her to speak at a company-wide event every fall. Sometimes subtle, sometimes not, NYPA’s Women in Power group is actively putting images of impressive, accomplished women in front of our employees on a regular basis.”²¹

21 Ruth Noemi Colon, “Visibility matters,” American Public Power Association, March 8, 2018 <https://www.publicpower.org/blog/visibility-matters>

efforts, companies will need to use both policy and technology solutions to capture and provide access to critical knowledge when needed.¹⁷

Today’s workforce also has a different set of expectations due to the economic condition of the United States. The national unemployment rate has been below five percent since the end of 2015, four percent since April 2018, and as of August 2019 is at near-record lows.¹⁸ Though this might change, there are more job openings than unemployed people to fill them. In this environment, job seekers and those looking to improve their position have much more leverage. For instance, more job seekers are willing to negotiate their salary. Seventy-five percent of recruiters noticed an increase in salary negotiations in 2018, and 23 percent reported a significant increase.¹⁹ Furthermore, recruiters are more tolerant of behavior that in the past would automatically disqualify a candidate, such as checking a cell phone during an interview or displaying rudeness to a receptionist.²⁰

Public power utilities must be especially cognizant of these changes and how their human resource policies and career development practices are ensuring that they not only hire the most skilled professionals for the job, but also retain them.

The next chapter will examine resources and recommendations for communicating to decision makers the need to pay competitively.

17 Ibid., p. 11

18 <https://data.bls.gov/timeseries/LNS14000000>

19 Jobvite, 2018 Recruiter Nation Survey

20 Ibid.

Communicating the Need to Pay Competitively

The decision to pay utility employees more competitively cannot be made in a vacuum; it requires buy-in and ongoing commitment from the city council and board members, and may even require buy-in (or at least understanding) from the public. It is important to communicate with these stakeholders if the utility undertakes an effort to pay employees more competitively.

Communicate with the city council or board

City council and board members make decisions based on the information they are armed with. Utility leadership should be prepared to discuss several key points with the utility's governing body so they can be as informed as possible. Managers should know their numbers and be ready to make the case on why competitive pay is essential to the future of the utility and community. Managers should also be ready to dispel any misconceptions members of the governing board may have about public power or the utility that might make them resistant to increasing compensation, and distinguish why the utility should not be viewed as just another government agency.

Make the case

Try to gather as much data as possible on how the utility's salaries and wages compare with other organizations that are likely to be competing for talented employees. This might include nearby utilities, other large or high-tech employers in the region, or even seemingly unrelated industries that draw on some of the same in-demand skillsets.

The market to compare to might vary from position to position; for some more easily transferable skills (e.g., accounting positions, or a human resources director), a utility might look at comparable positions in the region outside the utility industries or high-tech firms. On the other hand, for more specialized jobs or higher-level management and executive staff, a utility might need to expand its comparative geographic region, as good talent in these positions may be more willing to relocate.

Make sure the city council and/or board members understand why competitive pay is essential to the future of the utility. Explain the risks – loss of talent and inability to recruit new employees, increased pressure on those who stay, and inability to adapt to a changing industry – as well as the dollar costs of high turnover and continuously training new employees. Help them understand the challenges of recruiting new talent, and why it is important to the utility's ability to provide reliable service.

Dispelling Myths and Misconceptions

As discussed in the first section, public power utilities provide many benefits, and do so while providing generally lower cost power. However, myths persist about public power. Public Power for Your Community notes some of the common false statements about public power. For example, the charge that “public power utilities do not pay taxes or franchise fees” is refuted by the existence of payments in lieu of taxes and other contributions (such as free or reduced price street lighting), and the Association’s publication Public Power Pays Back provides statistical documentation proving the inaccuracy of the above charge.

In a blog post written for the Association, Carl Mycoff debunked some of the myths that discourage higher pay for public power utility employees. In many locations the public power utility is seen as just another government agency. But as Mycoff noted, whereas city agencies are cost-based services, utilities are revenue-based entities providing a net income. Moreover, utilities, unlike city agencies, have other competitors in the form of IOUs and cooperatives. There is little risk that a competing private agency will attempt to buy out the fire department. Therefore, pegging utility salaries to the salaries of other city agencies is specious. As Mycoff wrote:

“Market compensation for utility experience is on a different curve. For example, municipally owned hospitals do not pay surgeons and anesthesiologists on the same level as city managers or other city administrators. The consequence is obvious. The citizens of Green Bay own the Green Bay Packers but I am certain the quarterback, Aaron Rogers, does not have his pay measured by how much the city administrators earn.”²²

In the same blog post, Mycoff addressed the contention that competitive pay might be politically unacceptable. All communities, he noted, need to have effective leadership and staff in place to make the right decisions for the community. In fact, poorer communities may be in more dire need of strong leadership:

²² Carl Mycoff, “Five myths about pay that are killing your utility,” American Public Power Association, August 9, 2016. <https://www.publicpower.org/blog/five-myths-about-pay-are-killing-your-utility>



Rewarding success, retaining talent

During the recession, Elk River Municipal Utilities in Minnesota lost a number of lineworkers to a neighboring IOU. Management recognized the need to increase pay but had to deal with public perception during a time when pay was frozen for many people.

Influenced by his private sector experience, General Manager Troy Adams devised a performance incentive program for Elk River employees as a means to boost compensation for talented employees. The utility established a company-wide set of performance goals, and a scorecard measuring company-wide achievement that was based in part on the Association’s Reliable Public Power Provider (RP3) program.

Excess funds make up the incentive pool for Elk River, and employees can earn up to two percent based on the utility’s scores. The goals have been set to push Elk River to reach beyond average scores. The program gives employees a sense of ownership in the utility and its success in the community. It also provides the city with a transparent mechanism to demonstrate that the utility and its employees are achieving certain thresholds of success.

Poor and declining communities have an even more difficult situation. Leaders who are courageous and act to improve the situation face criticism for hiring qualified leaders and staff at compensation levels that are among the highest in the community. Critics wonder why the community would hire a highly paid utility leader rather than put the money into schools. Other leaders succumb to the temptation to kick the can down the road and avoid that criticism.²³

Resources to reinforce the message

The Association provides a number of resources (including this report) that can help utility managers communicate with their governing body. The Association's website includes information about the benefits of public power, including several downloadable resources on the Communication Templates page for members.²⁴ Public Power for Your Community is a good resource for public power utilities struggling to communicate the benefits of public power to their communities, as well as communities interested in forming a new public power utility.

For general statistical information about public power utilities, the Association's Public Power Statistics webpage contains numerous resources, including the report on average revenue per kilowatt-hours for electric utilities in the United States.²⁵

The Association has also developed other tools to help public power utilities gauge whether or not they are paying in line with other public power utilities. The Public Power Lineworker Hourly Wage Estimator is a tool to help utilities determine where their pay falls relative to the average hourly rate for public power utilities in their region and of similar size. The estimator allows a utility to put in a basic set of metrics, such as region and total number of employees, to see what qualifies as competitive pay for linework specific to the utility.²⁶



Connecting pay to professional development

Statesville, North Carolina has had difficulties in increasing pay for its electric department workers. Statesville experienced the perception (common to many public power utilities) that the General Fund and the Electric Fund are linked. This perception leads to the practice that if the General Fund is having difficulty providing pay increases, then the Electric Fund must join the austerity regardless of its financial position or the demand for electrical talent.

Instead, Statesville's electric utility has found solace in using a series of five percent promotional pay increases tied to advancement in the Electricities of North Carolina's technical and career development programs as well as some programs developed in house. Such increases allow a new employee to almost double the starting salary through successful completion of a multi-year development program (typically 5 – 8 years). While these opportunities have not stopped all employees from leaving for pay or advancement reasons, they have drastically slowed the departures — from 26 people departing from 2012–2016 to 3 people departing from 2017–2019 in a department with 33 positions).

²³ Ibid.

²⁴ <https://www.publicpower.org/public-power>

²⁵ <https://www.publicpower.org/public-power/stats-and-facts/industry-statistics-and-reports>

²⁶ Available at <https://www.publicpower.org/resource/public-power-lineworker-hourly-wage-estimator>

There are many other resources to help utilities communicate the need to pay competitive wages, including the utility's own benchmarking data. Utilities should not assume that their governing bodies have all of the information they need to make informed decisions regarding utility pay, and so must be prepared to provide this information.

For educating the public, the Center for Energy Workforce Development provides utilities with tools for customer outreach and education.²⁷ As described on their website's mission statement, "it is a collaborative effort of electric, natural gas, and nuclear utilities and their associations to help utilities deal with potential workforce shortages." Members have access to online toolkits to develop and implement programs, market templates, a database of best practices, and other resources designed to assist utilities. Its Game Changers report, mentioned previously, outlines some of the tools available to utilities seeking to develop a strategic plan.²⁸

²⁷ <http://www.cewd.org/>

²⁸ CEWD, Game Changers, p. 14.

Conclusion

Pay is one of the many motivating factors behind people's career choices, and in some cases, it is not the predominant one. Lifestyle accommodations, the desire to perform public-minded service, the challenges a given position provides, the opportunity for career advancement, and many other factors contribute to a person's decision to accept employment and then stay with that employer. Public power utility professionals in particular might be motivated by the call to serve their local communities. When evaluating an overall retention plan, a utility should consider all of these factors.

That being said, compensation is an important factor for individuals mulling their employment options. Public power utilities and their governing bodies must scrutinize their pay structure and compare it to other utilities and local industry. Both this paper and the Association's report on salaries provide detailed salary data for publicly owned electric utilities as well as some data on cooperatives and IOUs, but it is prudent to conduct in-depth salary studies on a regional basis.

Depending on a utility's circumstances, it may not be possible to pay as much as other electric utilities or industries. But if significant disparities in pay persist, a utility runs the risk of losing key employees or never attracting them in the first place. When this occurs, the public power advantage will decrease or even disappear, which could result in even more calamitous financial repercussions for the utility, including the threat of a buyout.

There may be inherent prejudices against higher pay for public power utility employees based on the assumption they are government workers, but public power utilities are an enterprise operating unlike other government agencies. They provide a public benefit, to be sure, but also generate revenue while providing highly reliable, low-cost service. These attributes must be kept in mind when evaluating pay.

To stay competitive, public power must pay competitively.

Appendix

Median Salary and Hourly Pay by Occupation

Universal Note a: Medians are not calculated for fewer than five responses.

Public Power Annual Salaries, Median Values by Revenue Class, May 2019

Occupation	All Utilities	Less than \$3 Million	\$3 to \$6 Million	\$6 to \$10 Million	\$10 to \$15 Million	\$15 to \$25 Million	\$25 to \$50 Million	\$50 to \$100 Million	More than \$100 Million
General Manager	148,763	94,896	81,056	119,083	128,584	132,837	161,442	193,181	280,612
Assistant General Manager	136,000	81,130	a	102,817	94,910	128,191	120,000	146,257	205,400
Chief Engineer	131,914	a	a	a	a	96,353	119,012	131,747	174,375
Director of Power Supply Planning	147,000	a	a	a	a	a	121,056	137,485	174,811
Steam Plant Superintendent	114,774	a	a	a	a	a	92,631	125,661	143,850
Supervisory Engineer	103,966	80,518	62,168	101,102	89,573	83,000	110,885	114,151	128,367
Line Division Superintendent	104,042	79,797	70,183	89,000	89,521	97,434	104,635	110,945	130,237
Construction Superintendent	93,200	a	a	a	a	84,896	90,059	94,609	103,124
Chief Financial Officer	112,590	68,299	61,478	92,689	88,502	100,284	121,004	131,664	177,035
Chief Accountant	98,467	a	a	a	a	71,567	83,979	99,825	123,910
Rate Analyst	92,582	a	a	a	a	a	91,826	82,971	98,875
Safety Specialist	83,637	a	a	a	a	76,477	81,467	90,542	137,860
Human Resources Director	106,673	a	a	a	a	79,481	90,453	108,347	144,301
Director of Customer Services	93,190	a	a	76,981	69,549	72,000	86,900	98,446	132,837
Information Systems Manager	106,094	a	a	a	a	86,627	93,492	108,952	125,866
Communications Director	102,814	a	a	a	a	77,720	81,192	94,299	194,070
General Counsel	175,932	a	a	a	a	a	135,358	136,282	135,221
Fuels Manager	124,357	a	a	a	a	a	110,351	a	113,604
Purchasing Director	84,977	a	a	a	a	60,444	73,595	87,000	141,586
Marketing Director	101,441	a	a	a	a	a	94,619	84,486	97,361
Key Accounts Manager	87,000	a	a	a	a	a	76,471	84,000	129,979
Telecom/Broadband Manager	118,766	a	a	a	a	93,507	90,300	122,325	118,067
Energy Services Director	112,284	a	a	a	a	a	89,294	141,885	84,041
Electrical Engineer	93,558	a	a	a	a	80,000	81,720	95,285	99,640
Risk Manager	113,588	a	a	a	a	a	a	a	119,213
Information Technology Analyst	79,430	a	a	a	a	69,139	78,817	75,317	92,781
Cybersecurity Officer	94,060	a	a	a	a	a	81,410	84,256	128,033

Public Power Hourly Pay, Median Values by Revenue Class, May 2019

Occupation	All Utilities	Less than \$3 Million	\$3 to \$6 Million	\$6 to \$10 Million	\$10 to \$15 Million	\$15 to \$25 Million	\$25 to \$50 Million	\$50 to \$100 Million	More than \$100 Million
Meter Technician	31.28	a	a	27.57	27.98	33.05	31.26	36.62	37.46
Substation Technician	37.52	a	a	a	38.42	36.09	35.73	40.03	41.84
Dispatcher	34.00	a	a	a	a	25.10	25.08	37.04	39.98
Meter Reader	21.62	16.00	13.63	21.89	20.50	22.99	22.80	24.75	24.46
Journeyman Lineworker	37.27	30.26	32.00	37.04	35.51	37.47	37.01	40.51	41.54
Apprentice Lineworker	27.54	21.05	23.14	26.75	26.57	28.23	27.65	30.26	29.63
Tree Foreman	32.69	a	a	a	a	28.31	31.88	37.90	40.02
Journeyman Tree Trimmer	25.55	a	a	a	a	26.03	23.22	39.62	30.64
Master Electrician	37.01	a	a	31.27	32.68	35.76	37.36	40.28	44.51
Power Plant Mechanic	34.21	a	a	31.05	26.00	34.45	31.70	35.83	39.59
Power Plant Operator	32.91	23.92	27.52	24.40	26.00	29.44	32.90	37.69	41.23
Industrial Technician	38.01	a	a	a	a	a	33.47	38.96	45.18
Draftsman	29.29	a	a	a	a	27.23	28.73	34.25	29.28
Locator	27.93	a	a	a	a	28.64	25.96	27.10	32.51
Engineering Associate	32.37	a	a	a	a	31.00	31.82	36.87	33.27
Instrument Technician	38.42	a	a	a	a	a	36.44	36.74	43.18
Plant Shift Supervisor	45.36	a	a	a	a	a	40.05	45.65	51.43
Customer Services Representative	21.00	14.78	16.50	21.54	20.49	20.67	22.22	22.17	21.60
Accounts Receivable	23.06	17.11	20.70	22.78	22.00	24.12	24.39	26.78	24.82
Payroll Clerk	25.10	20.21	17.72	22.80	23.78	24.99	27.15	26.23	26.30
Office Administrator	25.06	22.08	23.38	28.71	27.59	24.45	27.36	24.46	25.78
Executive Assistant	26.91	18.47	21.79	22.46	22.24	24.08	27.01	27.45	30.47
Fleet Mechanic	28.62	a	a	a	26.10	29.55	29.03	33.04	30.96
Storekeeper	28.52	a	a	26.68	27.14	29.81	28.51	33.21	26.94

Public Power Annual Salaries, Median Values by Customer Count, May 2019

Occupation	Less than 1,000 customers	1,000 to 2,000 customers	2,000 to 4,000 customers	4,000 to 10,000 customers	10,000 to 20,000 customers	20,000 to 40,000 customers	40,000 to 100,000 customers	More than 100,000 customers
General Manager	69,805	87,610	114,570	136,315	170,000	185,400	227,617	358,760
Assistant General Manager	a	a	106,060	104,293	140,000	141,183	189,911	272,504
Chief Engineer	a	a	a	96,017	126,554	138,514	154,502	202,698
Director of Power Supply Planning	a	a	a	a	134,207	137,485	167,431	187,628
Steam Plant Superintendent	a	a	75,504	90,994	102,000	128,831	139,423	162,760
Supervisory Engineer	58,136	74,268	85,387	91,573	113,217	109,710	127,084	132,072
Line Division Superintendent	a	71,844	89,533	94,744	105,473	112,503	127,890	150,240
Construction Superintendent	a	a	a	84,896	92,857	93,185	99,666	112,382
Chief Financial Officer	a	62,759	76,175	99,500	121,352	136,188	148,980	259,404
Chief Accountant	a	a	a	70,000	83,500	99,872	114,628	155,009
Rate Analyst	a	a	a	a	102,393	79,914	87,235	105,635
Safety Specialist	a	a	a	a	82,118	77,931	85,917	83,869
Human Resources Director	a	a	a	83,907	92,392	112,424	120,340	167,240
Director of Customer Services	a	a	a	72,000	88,777	98,552	120,084	184,642
Information Systems Manager	a	a	a	52,645	96,450	111,270	127,224	159,564
Communications Director	a	a	a	95,500	85,964	116,750	98,010	148,473
General Counsel	a	a	a	a	148,327	a	183,960	205,005
Fuels Manager	a	a	a	a	92,880	122,786	108,747	147,729
Purchasing Director	a	a	a	72,685	80,642	96,866	87,946	139,100
Marketing Director	a	a	a	a	99,034	89,553	122,222	148,627
Key Accounts Manager	a	a	a	a	79,013	93,215	82,638	110,760
Telecom/Broadband Manager	a	a	a	a	115,588	119,823	120,479	147,547
Energy Services Director	a	a	a	a	116,146	113,192	108,982	170,997
Electrical Engineer	a	a	a	81,720	92,575	89,910	94,554	101,650
Risk Manager	a	a	a	a	a	83,780	96,090	128,775
Information Technology Analyst	a	a	a	66,768	76,568	83,010	82,178	111,203
Cybersecurity Officer	a	a	a	a	85,867	84,500	91,542	139,996

Public Power Hourly Pay, Median Values by Customer Count, May 2019

Occupation	Less than 1,000 customers	1,000 to 2,000 customers	2,000 to 4,000 customers	4,000 to 10,000 customers	10,000 to 20,000 customers	20,000 to 40,000 customers	40,000 to 100,000 customers	More than 100,000 customers
Meter Technician	a	a	28.50	28.76	35.97	30.78	36.73	38.21
Substation Technician	a	a	a	34.15	38.61	37.52	41.03	44.57
Dispatcher	a	a	a	25.10	31.56	29.89	39.80	45.25
Meter Reader	16.45	15.23	19.04	21.50	24.28	23.30	20.53	26.00
Journeyman Lineworker	29.88	30.18	36.73	36.03	39.59	39.64	41.54	43.51
Apprentice Lineworker	21.25	21.82	28.13	26.55	28.86	28.63	28.37	30.35
Tree Foreman	a	a	a	30.00	30.78	35.07	34.25	44.78
Journeyman Tree Trimmer	a	a	a	24.09	23.67	39.29	24.14	39.64
Master Electrician	a	a	a	33.40	38.93	42.41	44.60	44.51
Power Plant Mechanic	a	a	a	30.70	34.20	34.28	41.94	39.86
Power Plant Operator	24.00	a	25.56	28.77	36.04	34.95	40.58	44.42
Industrial Technician	a	a	a	30.86	29.23	39.48	42.97	48.83
Draftsman	a	a	a	25.99	32.88	30.79	30.84	29.28
Locator	a	a	a	25.23	29.07	25.89	30.84	39.81
Engineering Associate	a	a	a	28.31	32.54	36.00	30.91	34.43
Instrument Technician	a	a	a	a	37.01	36.59	44.15	42.05
Plant Shift Supervisor	a	a	a	36.84	40.00	42.74	53.06	51.43
Customer Services Representative	14.48	17.11	20.71	20.80	24.02	21.33	20.63	23.10
Accounts Receivable	18.80	17.11	21.78	22.94	25.08	24.82	23.59	26.89
Payroll Clerk	18.37	20.04	22.39	24.90	26.93	26.71	26.43	25.10
Office Administrator	21.90	22.21	29.31	25.11	28.73	22.10	25.51	28.29
Executive Assistant	19.37	20.83	20.01	22.77	26.97	28.42	30.29	31.35
Fleet Mechanic	a	a	25.83	26.29	31.95	28.93	31.93	33.54
Storekeeper	a	a	26.08	27.70	29.47	30.27	25.93	29.37



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