

CALAVERAS COUNTY WATER DISTRICT

COMPENSATION & BENEFITS STUDY

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March 4th, 2026



EVERGREEN SOLUTIONS, LLC

AGENDA

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STUDY GOALS

Internal Review

Review current classification and compensation system to ensure internal equity (Fair)

- Initial Assessment of Current Conditions
- Stakeholder meetings

External Review

Survey peer organizations to ensure external equity (Competitive)

- Market Survey
- Benefits Survey

Recommendations

Produce recommendations to provide CCWD with a system that is equitable, both internally and externally



INTERNAL REVIEW

ASSESSMENT OF CURRENT CONDITIONS

Compensation Plan Structure

- Salary schedule with SEIU and MCU Bargaining Units.
 - SEIU has 21 unique pay ranges and 5 steps.
 - MCU has 10 unique pay ranges and 9 steps.
- Approximately 54 classifications in use representing approximately 74 employees included in the study.

Average published range spreads (the distance between minimum starting rate and maximum earning rate) vary with SEIU at 22% and MCU at 34%.

- 24 employees (32%) are paid above the max of their pay range.

EXTERNAL REVIEW

Market Survey Goals

Purpose of Market Survey

- Check for competitive compensation by comparing Calaveras Water positions with market peers
- Identify and address any inconsistencies or disparities in pay across similar positions
- Compare core benefit offerings to market peers and identify any competitive disadvantages.

Cost of Living Factor

- For peers outside the region, data was adjusted for cost of living.
- Provides the ability to align the proposed compensation system with the cost of living in the Calaveras area.
- East Bay MUD and Angels Camp outliers removed from the overall market response.



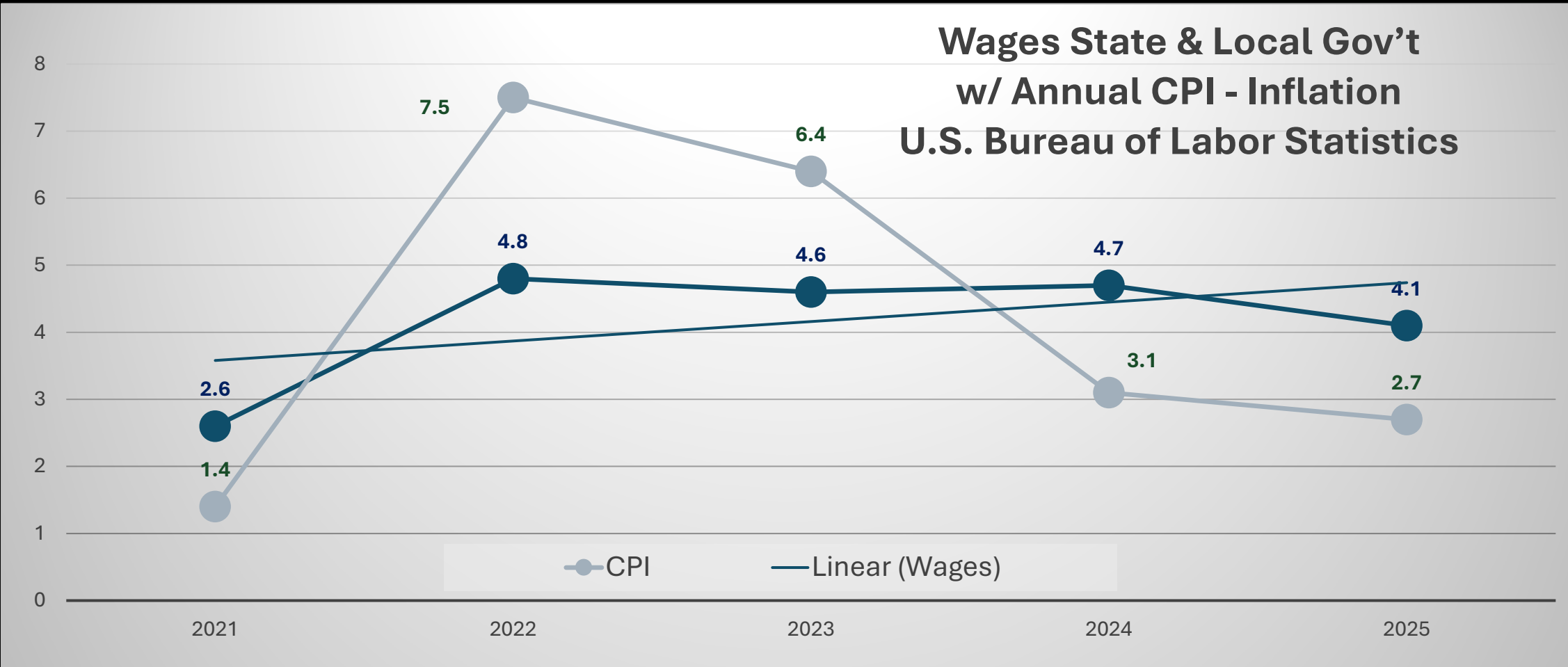
EXTERNAL REVIEW

National Economic Forces and shifts in post-election Policy Priorities will continue to impact Public Sector Labor Market

- Most recent Dept. of Labor report shows wages still increasing slightly, hiring slowing significantly and inflation decreasing but remaining “sticky” placing continued pressure on employee earnings.
- Dept of Labor - Year over year wage increases averaging >3%. *Pool of applicants for Public Sector increasing slightly with weakening labor market and Federal reduction in workforce.*
- Consumer price inflation rose 2.7% between May 2024 and May 2025 down from peak inflation of 9% in June 2022. **March 2.7% and April 2.4%*



EXTERNAL REVIEW



EXTERNAL REVIEW

Approved Target Market Peers

EAST BAY MUNICIPAL
WATER DISTRICT
(EBMUD)

SOUTH SAN
JUAQUIN WATER
IRRIGATION DISTRICT
(SSJID) 95336

EL DORADO
IRRIGATION DISTRICT
(EID) 95762

TUOLUMNE
UTILITIES DISTRICT
(TUD) 95370

PLACER COUNTY
WATER AGENCY
(PCWA) 95603

AMADOR WATER
AGENCY (AWA)
95685

NEVADA IRRIGATION
DISTRICT (NID) 95945

SOUTH TAHOE
PUBLIC UTILITY
DISTRICT (STPUD)
96150

SACRAMENTO
SUBURBAN WATER
DISTRICT (SSWD)
95281

STOCKTON EAST
WATER DISTRICT

SACRAMENTO
REGIONAL COUNTY
SANITATION
DISTRICT, CA

CALAVERAS COUNTY,
CA

Economic Research
Institute (ERI)

Peers that provided data highlighted in bold.

EXTERNAL REVIEW

Summary of Metrics	
Number of Market Peers	13
Number of Respondents	13
Percentage Received	100%
Number of Calaveras Positions Included	All
Positions with Limited Matches (<4)	7
Percentage of Positions with Sufficient Data for Inclusion	86%
Average Match Count	7

EXTERNAL REVIEW

Rank	Approved Target Peer	Pay Range Avg
1	EAST BAY MUNICIPAL WATER DISTRICT	-26%
2	SAN JOAQUIN WATER IRRIGATION DISTRICT	-23%
3	STOCKTON EAST WATER DISTRICT	-17%
4	SACRAMENTO REGIONAL CO SANITATION DISTRICT	-9%
5	SOUTH TAHOE PUBLIC UTILITY DISTRICT	-9%
6	NEVADA IRRIGATION DISTRICT	-7%
7	EL DORADO IRRIGATION DISTRICT	-7%
8	AMADOR WATER AGENCY	-3%
9	PLACER COUNTY WATER AGENCY	-2%
10	SACRAMENTO SUBURBAN WATER DISTRICT	-2%
11	CALAVERAS COUNTY WATER DISTRICT	-
12	TUOLUMNE UTILITIES DISTRICT	6%
13	CALAVERAS COUNTY, CA	15%
14	CITY OF ANGELS CAMP, CA	22%

EXTERNAL REVIEW

Overall Market Average

Benchmark Classifications w/ a minimum of 4 responses	Minimum % Diff	Midpoint % Diff	Maximum % Diff	Survey Avg Range	# Resp.
Overall Average without EBMUD and Angels Camp	-5.2%	-5.2%	-5.2%	24.6%	6.5
Overall Average with all peers	-6.7%	-6.4%	-6.2%	23.6%	7.0

CCWD's published pay ranges lag the market when compared to the market minimum, midpoint or maximum.

Additionally, the average peer is moving its plan by 3.3% this year, so the gap will grow without action.

EXTERNAL REVIEW

Market Results

Benchmark Classifications w/ a minimum of 4 responses	Current Min	Survey Minimum	Survey Midpoint	Survey Maximum	Survey Avg Range	# Resp.
ACCOUNTANT I	\$82,852.56	\$84,202.38	\$94,343.09	\$104,483.80	24.1%	7
ACCOUNTING TECHNICIAN I	\$68,152.32	\$62,060.80	\$69,290.82	\$76,520.85	23.3%	9
ADMINISTRATIVE TECHNICIAN SENIOR	\$68,152.32	\$76,408.72	\$81,440.22	\$86,471.72	13.3%	5
BUSINESS SERVICES MANAGER	\$108,348.48	\$114,551.48	\$130,799.89	\$147,048.31	28.4%	5
COLLECTIONS WORKER I	\$57,173.04	\$63,032.59	\$72,432.01	\$81,831.44	30.0%	4
CONSTRUCTION INSPECTOR SENIOR	\$84,504.96	\$77,321.24	\$87,137.76	\$96,954.28	25.4%	6
CONSTRUCTION WORKER I	\$63,048.24	\$60,073.56	\$67,251.53	\$74,429.50	23.9%	6
CONSTRUCTION WORKER SENIOR	\$84,504.96	\$73,950.68	\$82,807.06	\$91,663.44	24.0%	6
CUSTOMER SERVICE REPRESENTATIVE I	\$53,390.88	\$56,429.60	\$63,467.58	\$70,505.56	25.0%	7
CUSTOMER SERVICE REPRESENTATIVE SR	\$75,129.12	\$65,921.32	\$74,122.30	\$82,323.28	24.9%	4
DIRECTOR OF ADMINISTRATIVE SERVICES	\$132,950.88	\$154,930.09	\$178,672.95	\$202,415.82	30.8%	7
DIRECTOR OF OPERATIONS	\$136,920.00	\$148,156.33	\$168,668.00	\$189,179.67	27.7%	8
DISTRIBUTION WORKER I	\$57,173.04	\$58,956.99	\$66,234.54	\$73,512.09	24.7%	6
DISTRIBUTION WORKER II	\$63,048.24	\$66,458.70	\$74,685.84	\$82,912.98	24.8%	6
DISTRIBUTION WORKER III	\$69,523.20	\$71,492.43	\$79,839.27	\$88,186.11	23.3%	4
DISTRIBUTION WORKER SENIOR	\$84,504.96	\$78,792.36	\$88,268.33	\$97,744.29	24.1%	3
DISTRICT ENGINEER	\$150,624.00	\$153,697.86	\$174,823.70	\$195,949.55	27.6%	7
ELECTRICAL/SCADA SENIOR SUPERVISOR	\$113,220.00	\$122,507.78	\$138,595.60	\$154,683.42	26.3%	4
ELECTRICIAN INSTRUMENTATION TECH I	\$76,634.64	\$84,417.36	\$96,385.33	\$108,353.30	28.1%	8
ELECTRICIAN INSTRUMENTATION TECH SR	\$93,170.88	\$100,970.76	\$112,800.49	\$124,630.22	23.5%	6

EXTERNAL REVIEW

Market Results

Benchmark Classifications w/ a minimum of 4 responses	Current Min	Survey Minimum	Survey Midpoint	Survey Maximum	Survey Avg Range	# Resp.
ENGINEER - ASSOCIATE	\$100,698.48	\$109,250.43	\$123,323.62	\$137,396.81	25.8%	9
ENGINEERING TECHNICIAN SR	\$95,900.40	\$79,163.77	\$88,707.40	\$98,251.02	24.1%	5
EXECUTIVE ASSISTANT/CLERK TO THE BOARD	\$70,869.60	\$86,770.97	\$98,706.84	\$110,642.70	27.6%	7
EXTERNAL AFFAIRS MANAGER	\$108,348.48	\$112,900.20	\$125,935.89	\$138,971.58	23.1%	4
FACILITIES MAINTENANCE TECHNICIAN	\$58,874.40	\$52,831.53	\$59,099.69	\$65,367.84	23.7%	5
GENERAL MANAGER	\$214,200.00	\$257,797.50	\$268,166.50	\$278,535.49	8.2%	8
HR TECHNICIAN	\$67,500.00	\$74,458.38	\$83,586.73	\$92,715.08	24.5%	5
HUMAN RESOURCES MANAGER	\$113,746.32	\$120,338.39	\$137,554.01	\$154,769.62	28.6%	6
INFORMATION SYSTEMS ADMINISTRATOR	\$105,716.88	\$125,206.16	\$142,773.41	\$160,340.66	28.1%	6
INFORMATION TECHNICIAN I	\$63,036.00	\$70,519.91	\$79,309.47	\$88,099.02	24.9%	7
MECHANIC I	\$70,881.84	\$74,039.34	\$82,850.71	\$91,662.09	23.9%	5
MECHANIC SENIOR	\$86,145.12	\$86,138.08	\$96,054.25	\$105,970.42	23.1%	4
PURCHASING AGENT	\$82,852.56	\$86,651.22	\$97,639.49	\$108,627.75	25.4%	6
SCADA TECHNICIAN SENIOR	\$102,705.84	\$96,044.64	\$106,931.68	\$117,818.71	22.7%	3
UTILITY WORKER I	\$63,048.24	\$59,561.59	\$66,670.85	\$73,780.10	23.9%	7
UTILITY WORKER SENIOR	\$84,504.96	\$77,309.34	\$86,834.28	\$96,359.23	24.7%	5
WATER/WASTEWATER OPERATIONS SENIOR SUPERVISOR	\$97,822.08	\$112,171.73	\$127,254.13	\$142,336.52	26.9%	5
WATER/WASTEWATER TREATMENT PLANT OPERATOR I	\$63,048.24	\$72,722.50	\$81,317.77	\$89,913.04	23.7%	9
WATER/WASTEWATER TREATMENT PLANT OPERATOR II	\$69,523.20	\$77,948.97	\$87,029.28	\$96,109.60	23.3%	7
WATER/WASTEWATER TREATMENT PLANT OPERATOR III	\$76,634.64	\$87,150.31	\$97,632.48	\$108,114.66	24.1%	8
WATER/WASTEWATER TREATMENT PLANT OPERATOR OIT	\$57,173.04	\$65,601.67	\$73,085.55	\$80,569.43	22.9%	4

Benefits Review Summary

Advantages:

- Core benefits of Health Care Coverage, Dental, Vision, Paid Time off, retirement, disability and retirement all meet or slightly lead the market average.

Disadvantages:

- No Tuition Reimbursement
- Fringe Benefits offerings lag the market.

*Overall benefits offerings seem to be leading the market.



KEY CONSIDERATIONS

- Evergreen does not recommend the reduction of individual employee salaries.
- Implementation first aligns positions with pay ranges based on several factors: Board of Directors guidance, current internal equity, bargaining unit agreement, the market response and senior leadership review/feedback.
- Employees should be placed equitably into new, market competitive pay ranges based on job classification and methodology calculation, not personalities or performance.
- Leverage the benefits as a recruitment and retention tool and help create advantage in the market.
- Staffing Study to maximize resource allocation.

RECOMMENDATIONS



Adopt new market competitive pay ranges that place classifications at or above the market average to better align with the market response.



Reassign all job classifications to pay ranges based on internal equity and the market results.



Select an implementation methodology that aligns with the compensation philosophy and financial means of the District.



Place employees within their newly recommended pay ranges based on preferred implementation methodology.

RECOMMENDATIONS



Implementation Date - Board will direct



Conduct annual small scale market surveys



Conduct classification and compensation studies every 3-5 years



Review compensation guidelines annually – revise as needed

QUESTIONS



A large, stylized evergreen tree graphic in a dark green color, positioned on the right side of the page. The tree is composed of several layers of horizontal branches, each with pointed, needle-like shapes. The overall style is modern and minimalist.

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