

BRYCE
CONSULTING

SAN JUAN WATER DISTRICT
2022 COMPENSATION STUDY REPORT

Prepared By
Bryce Consulting, Inc.
1024 Iron Point Road, Suite 100
Folsom, CA 95630
916-974-0199



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SECTION I - PROJECT OVERVIEW

Bryce Consulting was retained by the San Juan Water District to conduct a comprehensive compensation study of District classifications. This report presents the compensation survey results and includes:

- Section I Project Overview
- Section II Compensation Survey Parameters
- Section III Compensation Survey Results
- Section IV Compensation Survey Recommendations

STUDY OBJECTIVES

The study consisted of the following objectives:

- Review and confirm the survey parameters including survey agencies and data elements.
- Collect and analyze base salary and benefit data for the survey classifications.
- Prepare and present a comprehensive report outlining the methodology, results and recommendations.

SECTION II – COMPENSATION SURVEY PARAMETERS

This section of the report presents the compensation survey parameters and includes:

- Selection of labor market employers and survey classes
- Survey scope
- Survey methodology

SURVEY EMPLOYERS

The overall objective in selecting survey employers is to define as accurately as possible the District's "Labor Market." A labor market consists of those employers with whom the District might compete with for employees. The criteria typically utilized in identifying those employers include the following:

- **EMPLOYER SIZE** - As a general rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, agencies of similar size to the District are likely to have departmental structures and organization of positions more similar to the District than organizations that are significantly larger or smaller in size.
- **NATURE OF SERVICES PROVIDED** - As a general rule, similar organizations are selected as survey employers, because they provide similar services. This is important for the following reasons:
 - Employers who provide similar services are most likely to compete with one another for employees.
 - These employers are most likely to have comparable jobs.
 - These employers are most likely to have similar organizational characteristics.
- **GEOGRAPHIC PROXIMITY** - Geographic proximity is another factor utilized in identifying an appropriate labor market. This factor is particularly important because it identifies those employers that the District must directly compete with to recruit and retain quality staff.

LABOR MARKET

Consistent with Board policy, **Table 1** displays the 14 survey agencies. All of the agencies surveyed participated in the process.

TABLE 1 SURVEY AGENCIES
Carmichael Water District
Citrus Heights Water District
City of Fairfield
City of Folsom
City of Roseville
City of Vallejo
El Dorado Irrigation District
Elk Grove Water District
Fair Oaks Water District
Placer County Water Agency
Sacramento County
Sacramento Suburban Water District
South San Joaquin Irrigation District
Stockton East Water District

SURVEY CLASSES

Survey classes, as displayed in **Table 2**, are generally selected utilizing the following criteria:

- The survey classifications should have a significant relationship to other classes in their occupational group. This ensures that they will make good reference points in relating and establishing salaries for other classes within their occupational group.
- They should be reasonably well known and able to be clearly and concisely described. This enables the employer to more easily communicate with survey employers in establishing accurate comparabilities for the survey classes.
- They should be classes for which counterparts can readily be found in other agencies so that sufficient compensation data can be gathered.

TABLE 2 SURVEY CLASSIFICATIONS
Accountant
Accounting Technician II
Administrative Assistant/Board Secretary
Associate Engineer
Chief Operator
CMMS/GIS Coordinator
Construction Inspector II
Customer Service Manager
Customer Services Technician II
Director of Engineering Services
Director of Finance
Director of Operations
Distribution Lead Worker
Distribution Operator II
Electrical and Instrumentation Technician
Engineering Technician II
Field Services Manager
Information Technology Manager
Information Technology Technician II
Maintenance Chief
Meter Technician
Purchasing Agent
Safety and Regulatory Compliance Specialist
Senior Accountant
Senior Engineer
Utilities Coordinator
Utilities Maintenance Worker II
Utilities Mechanic II
Water Efficiency Technician II
Water Resources Manager
Water Treatment Plant Manager
Water Treatment Plant Operator II
Water Treatment Plant Operator III

SURVEY SCOPE

The scope of the survey included the labor market agencies previously presented. The data collected for each survey class included:

- Title of each comparable class
- Minimum and maximum monthly salary

- Cash add-ons to base salary including:
 - ◆ Employer pick-up of the employee contribution for retirement for new “classic” employees
 - ◆ Deferred compensation contribution made by the employer
 - ◆ Longevity pay at year 10
 - ◆ Certification/Education Pay
- Employer contributions for insurances (cafeteria, health, dental, vision, life, and long-term disability)
- Social Security
- Employer contribution to Retiree Health Savings Plan
- Amount the employee pays towards the employer’s portion of retirement
- Cost of living information including date and amount of next increase
- Retirement practices including plan, employer’s share, benefit, and formula
- Leave benefits
- Retiree health benefits

SURVEY METHODOLOGY

The survey methodology utilized by Bryce Consulting included:

- The agencies’ websites were utilized to collect salary and benefit data and to compare job descriptions, where available.
- The consultant followed up the survey agencies to collect additional information and seek clarification.

In addition to the collection of base salary and benefit information, careful efforts were made to analyze the full range of duties and requirements of the job classes determined to be comparable to the District’s classes. This included the collection of:

- Reporting relationships
- Functional areas of responsibility
- The class's relationship to other classes in the series

For each classification using maximum base salary, total cash, and total compensation as the basis of comparison, the District’s position was compared to the labor market to determine the percentage the District is above or below the labor market median. The data is effective April 2022.

SECTION III – COMPENSATION SURVEY RESULTS

This section of the report presents the compensation survey findings including base salary, total cash, and total compensation. In addition, miscellaneous benefit data is presented including cost of living information, retirement practices, retiree health benefits, and leave benefits.

As indicated in the previous section, the survey involved the collection of compensation information for each of the survey classes from the labor market employers identified. **Table 3** displays the comparability for each survey classification.

TABLE 3 COMPARABILITY	
Survey Classification	Number of Comparable Classes
Accountant	10
Accounting Technician II	8
Administrative Assistant/Board Secretary	4
Associate Engineer	11
Chief Operator	5
CMMS/GIS Coordinator	5
Construction Inspector II	9
Customer Service Manager	5
Customer Services Technician II	14
Director of Engineering Services	8
Director of Finance	11
Director of Operations	3
Distribution Lead Worker	8
Distribution Operator II	10
Electrical and Instrumentation Technician	10
Engineering Technician II	10
Field Services Manager	7
Information Technology Manager	9
Information Technology Technician II	8
Maintenance Chief	4
Meter Technician	4
Purchasing Agent	4
Safety and Regulatory Compliance Specialist	5
Senior Accountant	9
Senior Engineer	9
Utilities Coordinator	0*

**TABLE 3
COMPARABILITY**

Survey Classification	Number of Comparable Classes
Utilities Maintenance Worker II	1*
Utilities Mechanic II	8
Water Efficiency Technician II	7
Water Resources Manager	3
Water Treatment Plant Manager	5
Water Treatment Plant Operator II	10
Water Treatment Plant Operator III	10

*Insufficient Data – Fewer than 3 matches

BASE SALARY SURVEY RESULTS

The data has been organized into a series of tables that summarize the District's relationship to the labor market for each class. The detailed market compensation survey datasheets are presented in **Appendix A** of this report. **Table 4** summarizes for each classification how the District's base salaries compare to the labor market. The following data is presented:

- Title of the District's classification
- The District's current maximum monthly base salary for each classification
- The labor market median for maximum monthly base salary
- Percentage the District's maximum base salary is above or below the median of the labor market

**TABLE 4
SUMMARY OF BASE SALARY**

Survey Classification	SJWD Maximum Base Salary	Labor Market Median	% SJWD IS Above or Below Labor Market Median
Accountant	\$7,439	\$7,941	-6.74%
Accounting Technician II	\$5,801	\$6,075	-4.71%
Administrative Assistant/Board Secretary	\$7,975	\$7,844	1.64%
Associate Engineer	\$10,069	\$10,327	-2.56%
Chief Operator	\$10,029	\$10,408	-3.78%
CMMS/GIS Coordinator	\$7,589	\$8,372	-10.32%
Construction Inspector II	\$7,079	\$7,425	-4.89%
Customer Service Manager	\$11,076	\$11,510	-3.92%
Customer Services Technician II	\$5,304	\$5,504	-3.78%
Director of Engineering Services	\$14,349	\$14,513	-1.15%
Director of Finance	\$15,231	\$15,357	-0.83%
Director of Operations	\$15,231	\$13,903	8.72%
Distribution Lead Worker	\$8,384	\$8,631	-2.94%

**TABLE 4
SUMMARY OF BASE SALARY**

Survey Classification	SJWD Maximum Base Salary	Labor Market Median	% SJWD IS Above or Below Labor Market Median
Distribution Operator II	\$6,219	\$6,509	-4.66%
Electrical and Instrumentation Technician	\$9,261	\$8,477	8.47%
Engineering Technician II	\$6,602	\$6,992	-5.90%
Field Services Manager	\$11,357	\$10,631	6.39%
Information Technology Manager	\$11,076	\$12,040	-8.70%
Information Technology Technician II	\$6,408	\$7,179	-12.02%
Maintenance Chief	\$9,783	\$10,066	-2.89%
Meter Technician	\$5,519	\$6,284	-13.86%
Purchasing Agent	\$6,472	\$6,886	-6.39%
Safety and Regulatory Compliance Specialist	\$9,542	\$10,197	-6.86%
Senior Accountant	\$8,987	\$9,046	-0.65%
Senior Engineer	\$11,412	\$11,806	-3.45%
Utilities Coordinator	\$7,589	Insuff Data	---
Utilities Maintenance Worker II	\$5,359	Insuff Data	---
Utilities Mechanic II	\$6,538	\$7,340	-12.26%
Water Efficiency Technician II	\$6,219	\$6,402	-2.94%
Water Resources Manager	\$11,076	\$13,886	-25.37%
Water Treatment Plant Manager	\$11,643	\$12,740	-9.42%
Water Treatment Plant Operator II	\$6,219	\$6,508	-4.65%
Water Treatment Plant Operator III	\$6,871	\$7,690	-11.92%

TOTAL CASH SURVEY RESULTS

Total cash represents the maximum base salary plus the agencies' contribution towards the employees' share of retirement, the agencies' contribution towards deferred compensation, longevity pay, up to and including year 10, and education/certification pay. **Table 5** displays how the District compares to the labor market with respect to total cash for each classification. The following data is presented:

- Title of the District's classification
- The District's current total cash for each classification
- The median of the labor market for total cash
- Percentage the District's total cash is above or below the median of the labor market

**TABLE 5
SUMMARY OF TOTAL CASH**

Survey Classification	SJWD Maximum Total Cash	Labor Market Median	% SJWD IS Above or Below Labor Market Median
Accountant	\$7,439	\$8,045	-8.14%
Accounting Technician II	\$5,801	\$6,124	-5.56%
Administrative Assistant/Board Secretary	\$7,975	\$8,389	-5.19%
Associate Engineer	\$10,069	\$11,061	-9.85%
Chief Operator	\$10,029	\$10,976	-9.44%
CMMS/GIS Coordinator	\$7,589	\$8,709	-14.77%
Construction Inspector II	\$7,079	\$7,668	-8.32%
Customer Service Manager	\$11,076	\$11,579	-4.55%
Customer Services Technician II	\$5,304	\$5,651	-6.54%
Director of Engineering Services	\$14,349	\$15,359	-7.04%
Director of Finance	\$15,231	\$15,818	-3.85%
Director of Operations	\$15,231	\$13,903	8.72%
Distribution Lead Worker	\$8,384	\$9,073	-8.22%
Distribution Operator II	\$6,219	\$6,786	-9.11%
Electrical and Instrumentation Technician	\$9,261	\$8,677	6.31%
Engineering Technician II	\$6,602	\$7,259	-9.95%
Field Services Manager	\$11,357	\$11,122	2.07%
Information Technology Manager	\$11,076	\$12,401	-11.96%
Information Technology Technician II	\$6,408	\$7,440	-16.10%
Maintenance Chief	\$9,783	\$10,066	-2.89%
Meter Technician	\$5,519	\$6,369	-15.40%
Purchasing Agent	\$6,472	\$7,096	-9.64%
Safety and Regulatory Compliance Specialist	\$9,542	\$10,267	-7.60%
Senior Accountant	\$8,987	\$9,326	-3.77%
Senior Engineer	\$11,412	\$12,219	-7.07%
Utilities Coordinator	\$7,589	Insuff Data	---
Utilities Maintenance Worker II	\$5,359	Insuff Data	---
Utilities Mechanic II	\$6,538	\$7,610	-16.39%
Water Efficiency Technician II	\$6,219	\$6,588	-5.93%
Water Resources Manager	\$11,076	\$14,025	-26.62%
Water Treatment Plant Manager	\$11,643	\$13,670	-17.41%
Water Treatment Plant Operator II	\$6,219	\$6,786	-9.11%
Water Treatment Plant Operator III	\$6,871	\$7,971	-16.01%

TOTAL COMPENSATION SURVEY RESULTS

Total compensation represents the elements included in total cash plus the agencies’ contribution towards a cafeteria plan, health, dental, vision, life insurance, long-term disability, retiree health savings plan, Social Security, minus the employers’ share of retirement paid by the employee. **Table 6** displays how the District compares to the labor market with respect to total compensation. The following data is presented:

- Title of the District’s classification
- The District’s current total compensation for each classification
- The median of the labor market for total compensation
- Percentage the District’s total compensation is above or below the median of the labor market

TABLE 6 SUMMARY OF TOTAL COMPENSATION			
Survey Classification	SJWD Maximum Total Compensation	Labor Market Median	% SJWD IS Above or Below Labor Market Median
Accountant	\$11,156	\$10,885	2.43%
Accounting Technician II	\$9,376	\$8,654	7.70%
Administrative Assistant/Board Secretary	\$11,738	\$11,461	2.36%
Associate Engineer	\$14,014	\$13,316	4.98%
Chief Operator	\$13,970	\$12,963	7.21%
CMMS/GIS Coordinator	\$11,318	\$11,155	1.44%
Construction Inspector II	\$10,764	\$10,028	6.83%
Customer Service Manager	\$15,108	\$14,744	2.41%
Customer Services Technician II	\$8,835	\$8,371	5.25%
Director of Engineering Services	\$18,535	\$18,233	1.63%
Director of Finance	\$19,439	\$18,915	2.69%
Director of Operations	\$19,439	\$17,066	12.21%
Distribution Lead Worker	\$12,183	\$11,819	2.98%
Distribution Operator II	\$9,830	\$9,251	5.88%
Electrical and Instrumentation Technician	\$13,136	\$11,034	16.00%
Engineering Technician II	\$10,246	\$9,710	5.23%
Field Services Manager	\$15,413	\$13,640	11.51%
Information Technology Manager	\$15,108	\$15,645	-3.55%
Information Technology Technician II	\$10,035	\$9,646	3.88%
Maintenance Chief	\$13,703	\$13,369	2.44%
Meter Technician	\$9,068	\$9,051	0.20%
Purchasing Agent	\$10,105	\$9,549	5.49%
Safety and Regulatory Compliance	\$13,441	\$13,176	1.97%

**TABLE 6
SUMMARY OF TOTAL COMPENSATION**

Survey Classification	SJWD Maximum Total Compensation	Labor Market Median	% SJWD IS Above or Below Labor Market Median
Specialist			
Senior Accountant	\$12,838	\$12,313	4.09%
Senior Engineer	\$15,474	\$14,835	4.12%
Utilities Coordinator	\$11,318	Insuff Data	---
Utilities Maintenance Worker II	\$8,895	Insuff Data	---
Utilities Mechanic II	\$10,176	\$10,078	0.96%
Water Efficiency Technician II	\$9,830	\$9,272	5.67%
Water Resources Manager	\$15,108	\$16,561	-9.61%
Water Treatment Plant Manager	\$15,724	\$15,732	-0.05%
Water Treatment Plant Operator II	\$9,830	\$9,287	5.52%
Water Treatment Plant Operator III	\$10,538	\$10,951	-3.92%

RELATIONSHIP TO THE MARKET

On average, for all of the survey classifications, the District is 4.91% below market for base salary, 8.37% below of the market for total cash, and 3.74% above the market for total compensation when compared to the labor market median. The main contributor to the District's shift when compared to the market is the contribution to health and welfare benefits. The District contributes a maximum of \$3,125 towards health, dental, vision, life insurance and long-term disability whereas the labor market average is approximately \$2,444.

MISCELLANEOUS BENEFIT DATA

The tables provided in **Appendix B** present the miscellaneous benefit data that was collected including cost of living information, retirement practices, leave benefits and retiree health benefits.

COST OF LIVING INCREASE – APPENDIX B - TABLE 1

With respect to cost of living, the District's last increase was in July of 2021 in the amount of 2.6%. Any further cost of living increase is subject to Board approval.

With respect to the responding agencies, eight of the agencies received an increase earlier in 2022, depending on bargaining unit, ranging from 2.75% to 6%. Four agencies are scheduled for a cost of living increase later in 2022 ranging from 2% to 7.2% and one agency is receiving increases based on a compensation study.

RETIREMENT PRACTICES – APPENDIX B - TABLE 2

The District has a CalPERS retirement plan with a benefit of 3% @ 60 and a formula of Highest Three Year Average for Classic tier employees.

Of the responding agencies, 13 have a CalPERS retirement plan and one is a 1937 Act Agency. Eight agencies have a benefit of 2% @ 55; three have a benefit of 2.7% @ 55; two have a benefit of 2.5% @ 55; and one has a benefit of 1.92% @ 60. Eight have a formula of Highest 3 Year Average and three have a formula of Single Highest Year.

EDUCATION/CERTIFICATION PAY – APPENDIX B TABLE 3

The District does not provide education or certification pay. Eight of the survey agencies provide certification and/or education pay with the amount varying by classification. The details are provided in Table 3 of Appendix B.

LEAVE BENEFITS – APPENDIX B – TABLES 4 - 5

The District offers 96 hours of vacation leave at year 1; 120 hours at year 4; 144 hours at year 8; 168 hours at year 11; 192 hours at year 16; 216 hours at year 21; and 240 hours at year 26. The District provides 12 days of sick leave with a maximum accrual of 480 hours, recognizes 12 holidays, and provides 40 hours of administrative leave for exempt classifications.

Two of the survey agencies have annual leave whereby vacation and sick leave are combined. Of those with separate leave banks, the labor market average is 79 - 95 hours at year 1, depending on bargaining unit; 103 - 116 hours at year 4; 132 -140 hours at year 8; 153 - 161 hours at year 11; 177 – 183 hours at year 16; 193 – 199 hours at year 21; and 197 – 213 hours at year 26. The majority of the survey agencies provide 12 days of sick leave with 10 providing an unlimited accrual. The labor market average for holidays is, with 13 agencies providing administrative/management leave with the amounts varying by agency and classification.

RETIREE HEALTH BENEFITS – APPENDIX B – TABLE 6

The District does not contribute to a retiree health savings account but does contribute to post employment retiree health benefits with 50% of the cost paid by the District with 10 years of service and an additional 5% for each additional year of service up to 100% with 20 years of service.

Five of the agencies contribute to a retiree health savings account ranging from a flat dollar amount of \$25 per pay period to \$100 per month and one providing 1.5% of salary. Eight agencies contribute to post employment retiree health benefits ranging from the PEMCHA minimum to 100%, depending on years of service.

SECTION IV – SALARY RECOMMENDATIONS

This section of the report presents the salary recommendations. In setting salary levels, both market data and internal relationships are taken into consideration so that the District's compensation plan is both competitive with the market and internally balanced; however, where sufficient data has been collected, the salary has generally been set to market. At the May 31st Board of Directors meeting, the direction was to set salaries to the labor market median plus 5% for total cash. Classes not surveyed or where insufficient data was collected are then set to the benchmarks using internal relationship guidelines typically utilized by local government agencies:

- * Approximately 10% between entry and journey level classes in a series.
- * Approximately 10% between journey and advanced journey level classes in a series.

SALARY RECOMMENDATIONS

Using the above methodology, Bryce Consulting has prepared salary recommendations for all District classes as presented in **Appendix C** with the proposed salary schedule presented in **Appendix D**.

APPENDIX A

DETAILED MARKET DATASHEETS

APPENDIX B

MISCELLANEOUS BENEFITS

APPENDIX C

SALARY RECOMMENDATIONS

