

Dear Mr. Kirkpatrick,

Thank you for your inquiry to Calleguas MWD regarding staff compensation. As President of the Board of Directors, I would like to take this opportunity to respond.

The compensation program at Calleguas is carefully researched and crafted to remain competitive in the local labor market. We conduct thorough and extensive surveys to ensure that our salaries are comparable with similar institutions, both to attract top talent and to ensure that we are aligned with other public agencies. The most recent survey in 2023 included 19 comparator agencies whose missions are relevant to that of Calleguas's. Key findings of this survey included the following:

- Six Calleguas jobs were found to be above market salaries by an average of 1.93%
- 59 were found to be below market salaries by an average of 8.5%
- 21 jobs were found to be more than 10% below market salaries
- Three were found to be more than 20% below market salaries

Our Board took action to address these inequities, resulting in modest salary increases for those that were below market. Two years after the Board took these actions, 54 classifications still remain below market, but by an average of 2.3% instead of the previous 8.5%.

Concerning our General Manager's compensation, it is entirely consistent with the relevant market and matches that of neighboring water districts, both inside and outside of Ventura County. A salary survey specific to that position was updated in September of 2023, with 12 comparator agencies evaluated. Findings showed that the average salary for that position was \$383,417. At the time, the Calleguas General Manager's salary was \$345,000 – well below market. The Board voted to increase that salary to levels consistent with the industry and known high cost of living in Ventura County. The data generated by our salary surveys is available upon request, as is information regarding water sales during the drought or any other years you're interested in discussing.

Furthermore, Ms. McCaffrey is exceptionally qualified to lead the district, as an M.I.T.-educated engineer with 20 years of experience in various roles at Calleguas including Project Manager, Manager of Engineering, and Deputy General Manager. Additionally, she is one of only two female General Managers of the 26-member Metropolitan Water District member agencies. We are fortunate to have her at the helm.

Concerning the Board of Directors' role, California Water Code §71305 authorizes the Board to establish employee compensation and Callegas MWD Administrative Code 2.8(g) requires that the Board "*assure that the district is well-managed*". The Board takes this responsibility very seriously. Ensuring proper oversight of the system that provides three-quarters of Ventura County water supplies – critical to life, livelihood, and economic vitality – includes hiring and retaining the best and brightest staff to serve the 640,000 County residents in our service area. Delivering this essential resource safely and reliably has always been, and always will be, the primary mission of Calleguas, and we are proud of the 80+ women and men who come to work every day to fulfill this duty.

I appreciate your interest in Calleguas MWD.

Scott Quady, President, Calleguas MWD Board of Directors