

BIG BEAR AREA REGIONAL WASTEWATER AGENCY

**Notice of a Special Meeting
Administrative Committee**

January 6, 2021

at

4:00 p.m.

Due to Executive Order N-25-20 and N-29-20, there will be no physical location for members of the public to participate. Members of the public may listen and provide public comments telephonically during the Public Forum (Item 4).

The public may participate in this meeting by:

Join Zoom Meeting:

<https://zoom.us/j/92242398270?pwd=bFYwMnordGN0QTZJQ0VCZmQzblAxZz09>

Meeting ID: 945 5784 3590

Passcode: BBARWA

Dial by your location:

+1 669 900 9128 US (San Jose)

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Meeting ID: 954 5784 3590

Passcode: 980520

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1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. PUBLIC FORUM RESPONSE

None

- 4. PUBLIC FORUM** – The Public Forum portion of the meeting is an opportunity for members of the public to directly address the Governing Board on matters within the jurisdiction of this Agency. Ordinance No. 57 limits individual public testimony to three minutes or less. The cumulative time that an individual may provide public testimony during a meeting is fifteen minutes, and the public testimony shall be limited to thirty minutes for all speakers. Whenever a group of persons wishes to address the Governing Board on the same item, the Chair or the Governing Board by majority vote may request a spokesperson be chosen for the group or limit the number of such persons addressing the Governing Board. Since the discussion of an item not on the posted agenda is not allowed, these concerns may be addressed in a future meeting under “Public Forum Response.”

5. **OLD BUSINESS**

None

6. **NEW BUSINESS**

6.A. Compensation Study Update 2020

7. **ADJOURNMENT**

Kimberly Booth

**Kim Booth, Administrative Assistant
Big Bear Area Regional Wastewater Agency**

In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if you need special assistance to participate in an Agency meeting or other services offered by the Agency, please contact Kimberly Booth, Administrative Assistant, at (909) 584-4018. **Please address requests under the ADA for reasonable modification and accommodation related to the implementation of Executive Order N-29-20 to Kimberly Booth.** Notification at least 48 hours prior to the meeting or time when services are needed will assist the Agency staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting or service.

Copies of staff reports or other written documentation relating to each item of business referred to on this agenda are on file in the office of the Big Bear Area Regional Wastewater Agency and are available for public inspection during normal business hours.

Visit www.bbarwa.org to view and/or print the Agenda Package.



Big Bear Area Regional
Wastewater Agency
John Green – Chair
Jim Miller – Vice Chair
Karyn Oxandaboure – Secretary
David Caretto – Director
Rick Herrick– Director

AGENDA ITEM: 6.A.

MEETING DATE: January 6, 2020

TO: Administrative Committee of the Governing Board of the Big Bear Area Regional Wastewater Agency

FROM: David Lawrence, P.E., General Manager

PREPARED BY: Sonja Kawa, Human Resources Coordinator/Accounting Technician

REVIEWED BY: Jennifer McCullar, Finance Manager

SUBJECT: Compensation Study Update 2020

BACKGROUND & DISCUSSION:

The Agency engaged the services of Bryce Consulting in 2016 to conduct an Agency-wide classification and compensation study (the Study). The Study was accepted by the Governing Board in August 2017 and the recommended classification plan was implemented with a Pay Schedule effective August 22, 2017. It was agreed that staff should update its compensation study on an annual basis in order to monitor the labor market (within the comparable agency group used in the Study) in an effort keep pay scales in line with market, to better stabilize costs and to avoid large, infrequent pay schedule adjustments that can be difficult to manage.

The compensation study was updated by Bryce Consulting in September 2019 (the 2019 Study). The pay schedule was adjusted, effective March 28, 2020, based on the 2019 Study results and using the Agency's Compensation Studies policy (the Policy). The Policy was approved by the Board concurrently with the 2019 Study and established guidelines for future compensation studies and pay range adjustments. The 2020 annual compensation study was completed in November 2020 (the 2020 Study). The results of the 2020 Study show the Agency is 1.49% above the labor market, in aggregate, when comparing the Total Cash median across all classifications. Based on the Policy, the following actions are indicated:

Position	Variance from Labor Market Median	Indication
Finance Manager	Within +/- 5%	No Adjustment
Laboratory Analyst	Within +/- 5%	No Adjustment
Management Analyst	Within +/- 5%	No Adjustment
Plant Supervisor	Within +/-5%	No Adjustment
Plant Operator	Within +/- 5%	No Adjustment
Plant Manager	> 5% below	Adjustment
Administrative Assistant	> 5% below	Adjustment
HR Coordinator/Acctg. Tech	> 5% above	Freeze
General Manager	> 5% above	Freeze
Operator-in-Training	> 5% above	Freeze

RECOMMENDATION:

The following adjustments to the pay schedule are recommended using the established Policy guidelines:

1. Adjust Administrative Assistant pay schedule by 0.18% to within 5% of market
2. Adjust Plant Manager pay schedule by 10.0%, the maximum allowable under the Policy.
3. Freeze General Manager, Human Resources Coordinator/Accounting Technician, and Operator-in-Training pay schedule – no COLA adjustment

FINANCIAL IMPACT:

There is no financial impact from making the recommended pay schedule adjustments during the current year, with a minimum impact projected for the next subsequent fiscal year (FY 2022). Incorporating the adjustments into projections results in an average annual net increase in salaries and benefits expense of approximately \$9,600. The higher expense associated with the pay schedule increases is offset in part by the pay schedule freezes.

ATTACHMENTS:

- Compensation Study – November 2020
- Appendix A Datasheets
- Pay Schedule Recommendation
- Informational: Compensation Studies policy

BRYCE
CONSULTING

BIG BEAR AREA REGIONAL WASTEWATER
AGENCY
COMPENSATION STUDY
NOVEMBER 2020



Prepared by
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916-974-0199

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SECTION I - INTRODUCTION

The Big Bear Area Regional Wastewater Agency retained Bryce Consulting to conduct an Agency-wide compensation study. This report presents the compensation study results and recommendations.

This report includes:

Section I	Introduction
Section II	Compensation Survey Parameters
Section III	Compensation Survey Results
Section IV	Salary Recommendations

STUDY OBJECTIVES

In conducting the compensation phase of the study, Bryce Consulting, had the following major objectives:

- Collect and analyze base salary and benefit data for the Agency's survey classes from the identified labor market.
- Develop a salary plan for all Agency classes using market data and internal relationships to ensure parity to the labor market and internal equity within the organization.

STUDY METHODOLOGY

To achieve the above objectives, the following tasks have occurred:

- The consultant collected salary and benefit data, as well as job descriptions to confirm comparability, from each of the agencies.
- Once the data was collected and analyzed, the consultant prepared the necessary spreadsheets with calculations for both the mean and median which were reviewed with Agency management prior to finalizing the data.

SECTION II – COMPENSATION SURVEY PARAMETERS

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

- 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 Agency's "Labor Market." The criteria typically utilized in identifying those employers includes 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 Agency are likely to have departmental structures and organization of positions more similar to the Agency than organizations that are significantly larger or smaller in size.
- **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 Agency must directly compete with to recruit and retain quality staff.
- **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.

LABOR MARKET

Table 1 below provides the labor market agencies based on the criteria on the previous page. Of the nine agencies surveyed, all were able to participate in the process.

TABLE 1 SURVEY AGENCIES
City of Barstow
City of Colton
City of Redlands
City of San Bernardino Water Department
Goleta Sanitary District
Lake Arrowhead Community Services District
Mountain View Sanitary District
Victor Valley Wastewater Reclamation Authority
Yucaipa Valley Water District

SURVEY CLASSES

Survey classifications should generally be selected utilizing the criteria outlined below:

- 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.
- The survey classifications should be reasonably well known and able to be clearly and concisely described. This enables the consultant to more easily communicate with survey employers in establishing accurate comparability for the survey classes.
- The survey classifications should have counterparts that can readily be found in other agencies so that sufficient compensation data can be gathered.

Table 2 displays the survey classifications based on the above criteria.

TABLE 2 SURVEY CLASSIFICATIONS
Administrative Assistant
Finance Manager
General Manager
Human Resources Coordinator/Accounting Technician
Laboratory Analyst
Management Analyst
Plant Supervisor

TABLE 2 SURVEY CLASSIFICATIONS
Plant Manager
Plant Operator II
Plant Operator-in-Training

SURVEY SCOPE

The scope of the survey included the labor market agencies presented in this report. The data collected for each survey classification included:

- Title of comparable class
- Maximum monthly salary
- Employer pick-up of the employee contribution for retirement
- Employer contribution towards deferred compensation
- Non Base Pay or Longevity Pay at Year 7
- Education/Certification Pay

It should be noted that benefit data was collected for newly hired employees.

SURVEY METHODOLOGY

The survey methodology utilized by Bryce Consulting included:

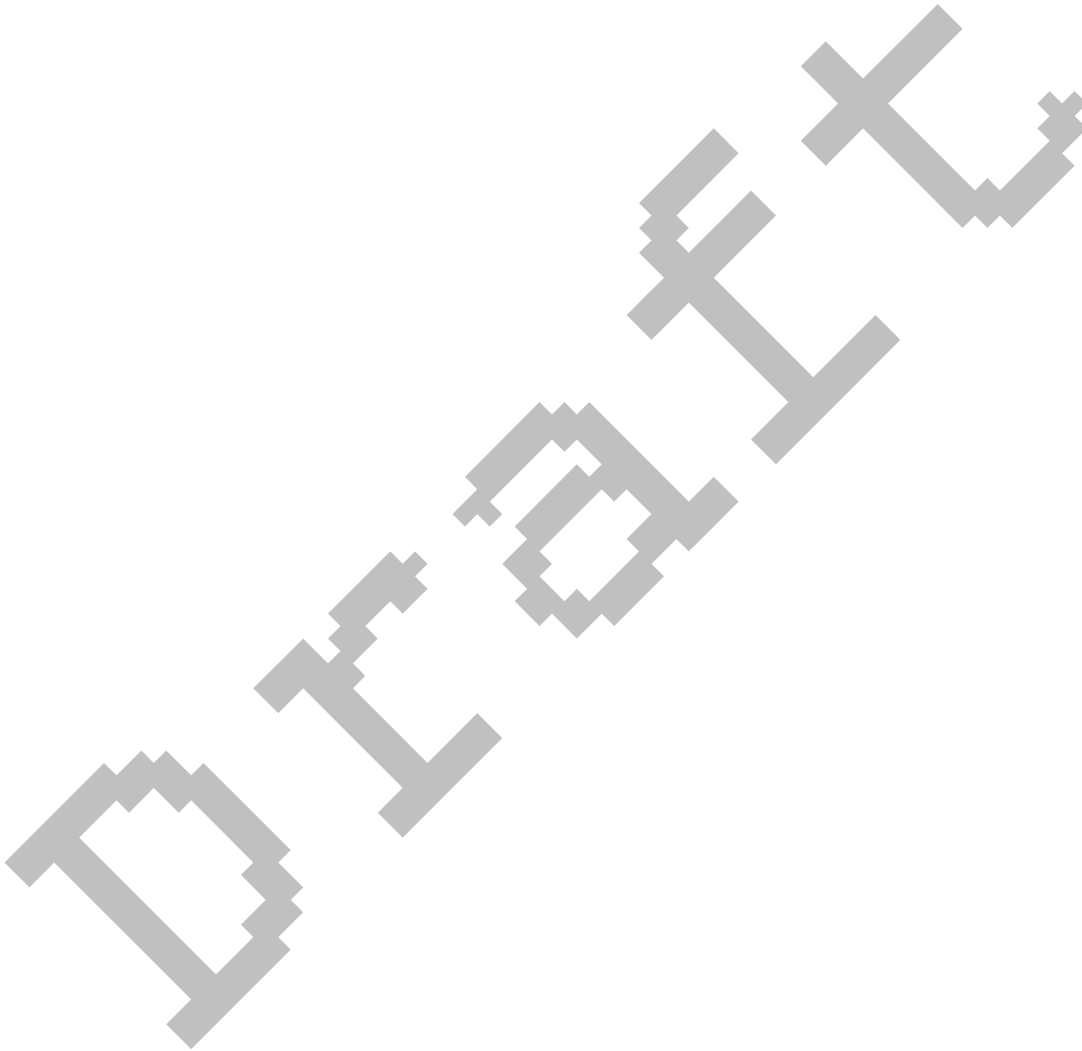
- The consultant utilized the survey agencies' websites, where available, to collect base salary and benefit data and to collect and compare job descriptions, organization charts and position allocation lists to determine comparability.
- The consultant contacted the survey agencies to gain clarification and/or collect additional information regarding the classifications and salary and benefit data.

In addition to the collection of base salary information, careful efforts were made to document the full range of duties and requirements of all job classes as comparable to the Agency's corresponding survey classes. This included the collection of:

- Reporting relationships
- Functional areas of responsibility

- The class's relationship to other classes in the series

The data was analyzed to produce the labor market mean and median for each classification using maximum base salary and total cash. The Agency's position was then compared to the labor market, for each survey classification, which produced the percentage the Agency is above or below the labor market mean and median for maximum base salary and total cash.



SECTION III – COMPENSATION SURVEY RESULTS

This section of the report presents the compensation survey findings. 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 out of six survey agencies.

Survey Classifications	Number of Comparable Matches
Administrative Assistant	8
Finance Manager	8
General Manager	6
Human Resources Coordinator/Accounting Technician	5
Laboratory Analyst	4
Management Analyst	4
Plant Supervisor	6
Plant Manager	5
Plant Operator II	7
Plant Operator-in-Training	4

BASE SALARY SURVEY RESULTS

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

- Title of the Agency's classification.
- The Agency's current maximum base salary.
- The labor market mean and median for maximum monthly base salary.
- Percentage the Agency's maximum base salary is above or below the mean and median of the labor market.

Table 4 Base Salary					
Classification	BBARWA Maximum Base Salary	Labor Market Mean Base	% BBARWA is Above or Below Market Mean	Labor Market Median	% BBARWA is Above or Below Market Median
Administrative Assistant	\$5,852	\$6,625	-13.21%	\$6,477	-10.68%
Finance Manager	\$13,286	\$13,820	-4.02%	\$14,051	-5.75%
General Manager	\$19,836	\$18,977	4.33%	\$18,616	6.15%
Human Resources Coordinator/Accounting Technician	\$9,299	\$8,808	5.28%	\$8,689	6.56%
Laboratory Analyst	\$7,573	\$7,414	2.10%	\$7,607	-0.45%
Management Analyst	\$7,368	\$7,461	-1.26%	\$7,458	-1.21%
Plant Supervisor	\$8,623	\$8,789	-1.92%	\$8,821	\$0
Plant Manager	\$11,334	\$12,762	-12.60%	\$13,652	-20.45%
Plant Operator II	\$6,379	\$6,603	-3.52%	\$6,259	1.88%
Plant Operator-in-Training	\$4,436	\$4,516	-1.82%	\$4,260	3.96%

TOTAL CASH SURVEY RESULTS

Total cash represents the maximum base salary plus the employee's share of retirement paid by the agency, the employer's contribution towards deferred compensation, longevity pay at year 7, and certification pay. **Table 5** displays, for each classification, how the Agency compares to the labor market with respect to total cash for new Classic employees. The following data is presented:

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

Table 5 Total Cash					
Classification	BBARWA Total Cash	Labor Market Mean Total Cash	% BBARWA is Above or Below Market Mean	Labor Market Median Total Cash	% BBARWA is Above or Below Market Median
Administrative Assistant	\$6,261	\$6,828	-9.05%	\$6,586	-5.18%
Finance Manager	\$14,216	\$14,330	-0.80%	\$14,612	-2.79%
General Manager	\$21,820	\$19,824	9.15%	\$19,797	9.27%
Human Resources Coordinator/Accounting Technician	\$9,950	\$9,013	9.42%	\$8,761	11.96%
Laboratory Analyst	\$8,103	\$7,621	5.95%	\$8,021	1.01%
Management Analyst	\$7,884	\$7,650	2.95%	\$7,532	4.46%
Plant Supervisor	\$9,227	\$8,981	2.71%	\$9,021	\$0
Plant Manager	\$12,128	\$13,216	-8.27%	\$14,561	-20.07%
Plant Operator II	\$6,825	\$6,882	-0.83%	\$6,529	4.33%
Plant Operator-in-Training	\$4,746	\$4,574	3.64%	\$4,287	9.67%

RELATIONSHIP TO THE MARKET

On average, for all of the classifications, the Agency is 2.66% below market for maximum base salary when compared to the mean and 2.23% below market when compared to the median. The Agency is 1.41% above the labor market for total cash when compared to the mean and 1.49% above market when compared to the median.

SECTION IV – SALARY RECOMMENDATIONS

This section of the report presents the salary recommendations for all Agency classifications and includes the salary setting methodology and the salary recommendations.

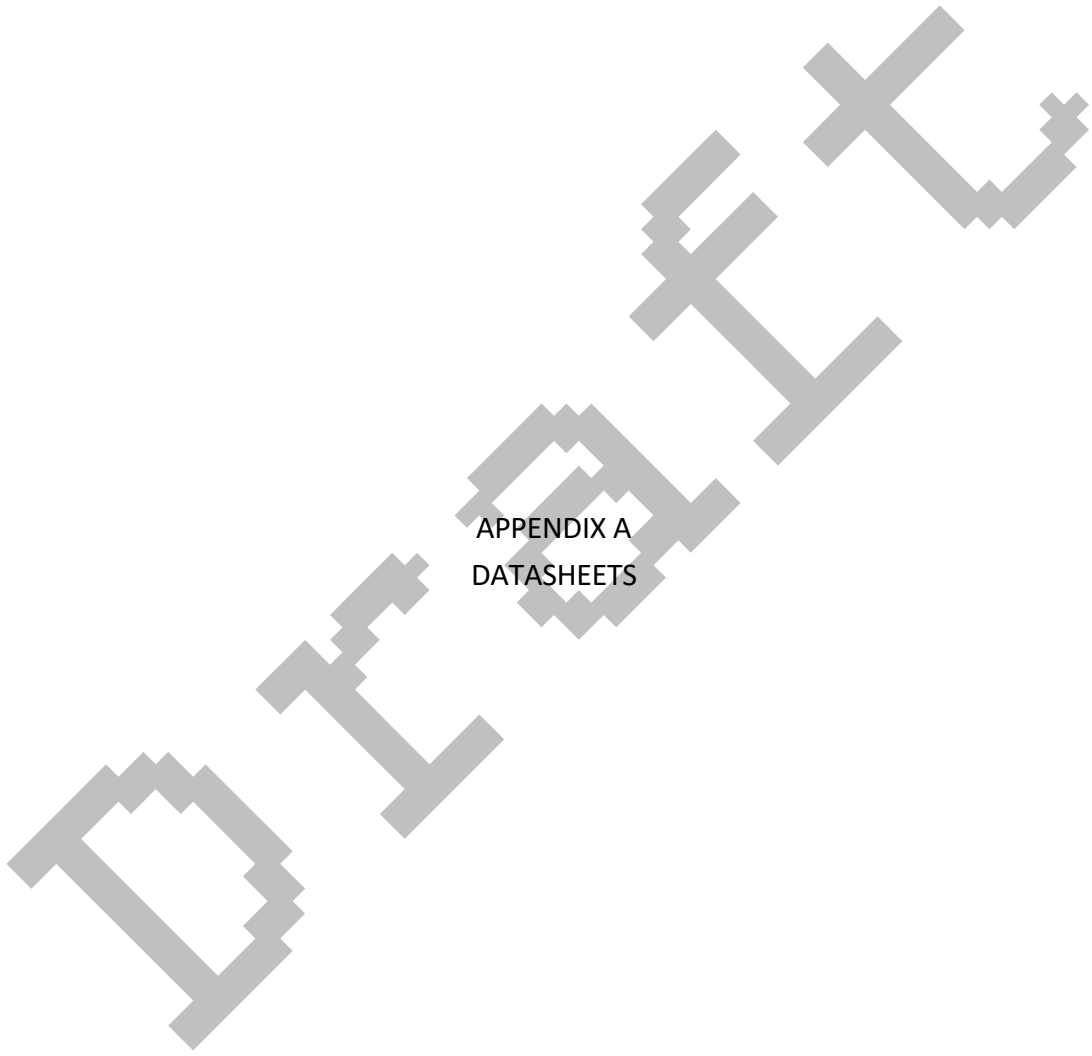
In setting salary levels, both market data and internal relationships are taken into consideration so that the Agency's compensation plan is both competitive with the market and internally balanced. While both the mean and median were calculated, it is recommended that the labor market median be utilized for the purposes of setting salaries. The labor market median is less likely to be skewed by outliers.

Where sufficient data has been collected, the salary has generally been set to market; however, the internal alignment has been reviewed to ensure that like classifications are similarly situated and that there is sufficient spread between supervisor and highest level supervised. As a practical matter, there could be occasions when market data will skew an internal alignment or an internal relationship is a more logical method of setting the salary rather than relying on the market data.

The Agency's Compensation Policy states that if total cash for a comparable position is plus or minus 5% from the labor market median, no adjustment in pay range is indicated. If total cash is more than 5% below the market median, an adjustment to the pay range to 5% below the labor market median is indicated, but no more than 10%. If total cash is more than 5% above the market median, an adjustment of the pay range to 5% above the market median is indicated, provided that position is currently vacant. The salary recommendations presented in **Table 6** on the following page reflect this policy.

**TABLE 6
SALARY RECOMMENDATIONS**

Classification	Current Start	Current Top	Recommended Start	Recommended Top	Rationale
Administrative Assistant	\$25.00	\$33.76	\$25.05	\$33.82	Brought to within 5% of market
Finance Manager	\$52.87	\$76.65	\$52.87	\$76.65	No change; within 5% of market
General Manager	\$78.92	\$114.44	\$78.92	\$114.44	No change; freeze - more than 5% above market but position is filled
Human Resources Coordinator/Accounting Technician	\$39.74	\$53.65	\$39.74	\$53.65	No change; freeze - more than 5% above market but position is filled
Laboratory Analyst	\$32.36	\$43.69	\$32.36	\$43.69	No change; within 5% of market
Management Analyst	\$31.48	\$42.51	\$31.48	\$42.51	No change; within 5% of market
Plant Supervisor	\$36.85	\$49.75	\$36.85	\$49.75	No change; within 5% of market
Plant Manager	\$45.10	\$65.39	\$49.61	\$71.93	Maximum increase of 10%; remains more than 5% below market
Plant Operator II	\$27.26	\$36.80	\$27.26	\$36.80	No change; within 5% of market
Plant Operator-in-Training	\$18.95	\$25.59	\$18.95	\$25.59	No change; freeze - more than 5% above market but position is filled



APPENDIX A
DATASHEETS

Big Bear Area Regional Wastewater Agency
Total Cash Study
10/2020

Classification	BBARWA Maximum Base Salary	Labor Market Median Base	% BBARWA is above or below Market Median	BBARWA Total Cash	Labor Market Median Total Cash	% BBARWA is above or below Market Median	Comparability
Administrative Assistant	\$5,852	\$6,477	-10.68%	\$6,261	\$6,586	-5.18%	8
Finance Manager	\$13,286	\$14,051	-5.75%	\$14,216	\$14,612	-2.79%	8
General Manager	\$19,836	\$18,616	6.15%	\$21,820	\$19,797	9.27%	6
Human Resources Coordinator/Accounting Technician	\$9,299	\$8,689	6.56%	\$9,950	\$8,761	11.96%	5
Laboratory Analyst	\$7,573	\$7,607	-0.45%	\$8,103	\$8,021	1.01%	4
Management Analyst	\$7,368	\$7,458	-1.21%	\$7,884	\$7,532	4.46%	4
Plant Supervisor	\$8,623	\$8,821	\$0	\$9,227	\$9,021	\$0	6
Plant Manager	\$11,334	\$13,652	-20.45%	\$12,128	\$14,561	-20.07%	5
Plant Operator II	\$6,379	\$6,259	1.88%	\$6,825	\$6,529	4.33%	7
Plant Operator-in-Training	\$4,436	\$4,260	3.96%	\$4,746	\$4,287	9.67%	4
		Average	-2.23%		Average	1.49%	

Big Bear Area Regional Wastewater Agency
Total Cash Study
10/2020

Classification	BBARWA Maximum Base Salary	Labor Market Mean Base	% BBARWA is above or below Market Mean	BBARWA Total Cash	Labor Market Mean Total Cash	% BBARWA is above or below Market Mean	Comparability
Administrative Assistant	\$5,852	\$6,625	-13.21%	\$6,261	\$6,828	-9.05%	8
Finance Manager	\$13,286	\$13,820	-4.02%	\$14,216	\$14,330	-0.80%	8
General Manager	\$19,836	\$18,977	4.33%	\$21,820	\$19,824	9.15%	6
Human Resources Coordinator/Accounting Technician	\$9,299	\$8,808	5.28%	\$9,950	\$9,013	9.42%	5
Laboratory Analyst	\$7,573	\$7,414	2.10%	\$8,103	\$7,621	5.95%	4
Management Analyst	\$7,368	\$7,461	-1.26%	\$7,884	\$7,650	2.96%	4
Plant Supervisor	\$8,623	\$8,789	-1.92%	\$9,227	\$8,981	2.67%	6
Plant Manager	\$11,334	\$12,762	-12.60%	\$12,128	\$13,216	-8.97%	5
Plant Operator II	\$6,379	\$6,603	-3.52%	\$6,825	\$6,882	-0.84%	7
Plant Operator-in-Training	\$4,436	\$4,516	-1.82%	\$4,746	\$4,574	3.64%	4
		Average	-2.66%		Average	1.41%	

Big Bear Area Regional Wastewater Agency
 Total Cash Study
 10/2020

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Administrative Assistant	\$5,852	3%	\$176	\$176	\$59	\$0	\$6,261	Supports GM and Board; no degree required; AA preferred
City of Barstow	Administrative Assistant	\$5,340	0%	\$0	\$0	\$0	\$0	\$5,340	
City of Colton	Administrative Assistant	\$4,224	0%	\$0	\$0	\$84	\$211	\$4,520	
City of Redlands	Administrative Assistant II	\$4,405	0%	\$0	\$0	\$0	\$0	\$4,405	
City of San Bernardino Water Department	Executive Assistant to the General Manager	\$9,129	0%	\$0	\$108	\$0	\$0	\$9,237	AA required
Goleta Sanitary District	Administrative Assistant	\$4,935	7%	\$345	\$0	\$0	\$0	\$5,280	
Lake Arrowhead Community Services District	Executive Assistant	\$9,518	0%	\$0	\$0	\$183	\$225	\$9,926	
Mountain View Sanitary District	Board Secretary/Executive Assistant	\$7,832	0%	\$0	\$0	\$0	\$0	\$7,832	Classification revised in September 2019; Equivalent to 10 years' experience of highly responsible executive-level administrative support in a public agency or private organization including two years of lead or supervisory experience; or a Bachelor's degree in public or business administration or a related field
Victor Valley Wastewater Reclamation Authority	Secretary to the General Manager/Board	\$7,613	0%	\$0	\$0	\$89	\$381	\$8,082	AA required
Yucaipa Valley Water District	No Comparable Class								
Labor Market Mean		\$6,625						\$6,828	
% BBARWA is above or below Labor Market Mean		-13.21%						-9.05%	
Labor Market Median		\$6,477						\$6,586	
% BBARWA is above or below Labor Market Median		-10.68%						-5.18%	
# of Comparable Matches		8							
Data effective as of 10/2020									

Notes:
 Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

Big Bear Area Regional Wastewater Agency
 Total Cash Study
 10/2020

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Finance Manager	\$13,286	3%	\$399	\$399	\$133	\$0	\$14,216	BA required; over accounting, budgeting, financial reporting, debt management, cash management and internal controls
City of Barstow	No Comparable Class								Assistant Finance Director not budgeted, Administrative Services Manager not over Finance
City of Colton	Finance Manager	\$9,827	0%	\$0	\$0	\$0	\$0	\$9,827	
City of Redlands	Assistant Director, Finance	\$14,290	0%	\$0	\$380	\$0	\$0	\$14,670	Reports to the Finance Director- oversees the accounting, budgeting, and financial reporting functions; supervises 6 staff
City of San Bernardino Water Department	Director of Finance	\$18,460	0%	\$0	\$108	\$0	\$0	\$18,568	
Goleta Sanitary District	Finance and Human Resources Manager	\$14,042	7%	\$983	\$0	\$0	\$0	\$15,025	Also over Human Resources; supervises 3 staff
Lake Arrowhead Community Services District	Finance Manager	\$14,059	0%	\$0	\$0	\$270	\$225	\$14,554	Over Finance, Customer Service and Information Services
Mountain View Sanitary District	Officer/Administrative Services Manager	\$13,655	0%	\$0	\$0	\$0	\$0	\$13,655	Over Finance and Human Resources; new class in September, 2019
Victor Valley Wastewater Reclamation Authority	Controller	\$11,329	0%	\$0	\$340	\$132	\$566	\$12,367	Director of Finance was eliminated; now have Controller that is over financial and investment consultants, accounting, financial and investment reporting, rate schedules, cash flow, budget, purchasing, auditing, fund management
Yucaipa Valley Water District	Chief Financial Officer	\$14,899	0%	\$0	\$1,073	\$0	\$0	\$15,972	
Labor Market Mean		\$13,820						\$14,330	
% BBARWA is above or below Labor Market Mean		-4.02%						-0.80%	
Labor Market Median		\$14,051						\$14,612	
% BBARWA is above or below Labor Market Median		-5.75%						-2.79%	
# of Comparable Matches		8							
Data effective as of 10/2020									

Notes:

Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

Big Bear Area Regional Wastewater Agency
Total Cash Study
10/2020

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	General Manager	\$19,836	3%	\$595	\$1,190	\$198	\$0	\$21,820	Possession of a California State Water Resources Control Board Grade III Wastewater Treatment Plant Operator Certificate is desired, with the ability to obtain a Grade IV Certificate within five years of employment.
City of Barstow	No Comparable Class								
City of Colton	No Comparable Class								
City of Redlands	No Comparable Class								
City of San Bernardino Water Department	General Manager	\$21,217	0%	\$0	\$108	\$0	\$0	\$21,325	
Goleta Sanitary District	General Manager	\$19,839	7%	\$1,389	\$0	\$0	\$0	\$21,228	PE Required
Lake Arrowhead Community Services District	General Manager	\$17,543	0%	\$0	\$526	\$337	\$0	\$18,407	
Mountain View Sanitary District	District Manager	\$18,391	0%	\$0	\$0	\$0	\$0	\$18,391	PE and/or WWTPO Grade IV Certification is highly desirable
Victor Valley Wastewater Reclamation Authority	General Manager	\$18,028	0%	\$0	\$541	\$210	\$901	\$19,681	MA desired
Yucaipa Valley Water District	General Manager	\$18,841	0%	\$0	\$1,073	\$0	\$0	\$19,914	No spec available
Labor Market Mean		\$18,977						\$19,824	
% BBARWA is above or below Labor Market Mean		4.33%						9.15%	
Labor Market Median		\$18,616						\$19,797	
% BBARWA is above or below Labor Market Median		6.15%						9.27%	
# of Comparable Matches		6							
Data effective as of 10/2020									

Notes:
Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

Big Bear Area Regional Wastewater Agency
Total Cash Study
10/2020

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Human Resources Coordinator/Accounting Technician	\$9,299	3%	\$279	\$279	\$93	\$0	\$9,950	BA
City of Barstow	No Comparable Class								They don't have any professional level HR classes. The Personnel Services Coordinator and HR Analyst are not used
City of Colton	Human Resources Analyst	\$6,864	0%	\$0	\$0	\$0	\$0	\$6,864	BA
City of Redlands	Human Resources Analyst/Volunteer Coordinator	\$8,689	0%	\$0	\$72	\$0	\$0	\$8,761	BA; Payroll classifications and Accounting Technician are lower paid
City of San Bernardino Water Department	Human Resources Coordinator	\$11,275	0%	\$0	\$108	\$0	\$0	\$11,383	Human Resources Coordinator Supervises the HR Specialist
Goleta Sanitary District	No Comparable Class								Finance and Human Resources Manager with technician level reporting to it; no other professional administrative classes
Lake Arrowhead Community Services District	Human Resources Manager	\$10,490	0%	\$0	\$0	\$202	\$225	\$10,917	Does not require a BA but duties are comparable; supervises 1 Human Resources/Administrative Analyst which is clerical; \$75 for MA included under cert pay
Mountain View Sanitary District	No Comparable Class								
Victor Valley Wastewater Reclamation Authority	Human Resources Technician	\$6,724	0%	\$0	\$0	\$78	\$336	\$7,139	BA is required and duties are consistent with an Analyst
Yucaipa Valley Water District	No Comparable Class								
Labor Market Mean		\$8,808						\$9,013	
% BBARWA is above or below Labor Market Mean		5.28%						9.42%	
Labor Market Median		\$8,689						\$8,761	
% BBARWA is above or below Labor Market Median		6.56%						11.96%	
# of Comparable Matches		5							
Data effective as of 10/2020									

Notes:

Big Bear Area Regional Wastewater Agency
 Total Cash Study
 10/2020

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Laboratory Analyst	\$7,573	3%	\$227	\$227	\$76	\$0	\$8,103	BA; Grade I Wastewater Treatment Plant Operator Certificate or the ability to obtain within three 3 years; Grade I Environmental Compliance Inspector Certificate and a Grade II Laboratory Analyst Certificate or the ability to obtain within 2 years; T1 Water Treatment Operator Certificate or the ability to obtain within 2 years
City of Barstow	No Comparable Class								
City of Colton	No Comparable Class								
City of Redlands	Lab Technician II	\$5,013	0%	\$0	\$0	\$0	\$0	\$5,013	BA; Grade II Water Quality Laboratory Analyst Certificate at time of hire
City of San Bernardino Water Department	No Comparable Class								Contract out majority of functions
Goleta Sanitary District	Laboratory Analyst II	\$7,606	7%	\$532	\$0	\$0	\$0	\$8,138	AA; Grade I Laboratory Analyst Certificate is required; Grade II within 18 months
Lake Arrowhead Community Services District	Lab Analyst	\$7,608	0%	\$0	\$0	\$146	\$150	\$7,904	BA; Grade III Laboratory Analyst Certificate; Grade I Environmental Compliance Inspector Certificate; Grade I Wastewater Treatment Plant Operator Certificate; Grade TI Water Treatment Plant Operator Certificate; Grade DI Water Distribution Operator Certificate
Mountain View Sanitary District	Lab Analyst	\$9,429	0%	\$0	\$0	\$0	\$0	\$9,429	Grade II Laboratory Analyst Certificate within 12 months; AA; BA desired
Victor Valley Wastewater Reclamation Authority	No Comparable Class								Lab Technician II class eliminated and all lab work contracted out
Yucaipa Valley Water District	No Comparable Class								
Labor Market Mean		\$7,414						\$7,621	
% BBARWA is above or below Labor Market Mean		2.10%						5.95%	
Labor Market Median		\$7,607						\$8,021	
% BBARWA is above or below Labor Market Median		-0.45%						1.01%	
# of Comparable Matches		4							
Data effective as of 10/2020									

Notes:

Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

Big Bear Area Regional Wastewater Agency
 Total Cash Study
 10/2020

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Management Analyst	\$7,368	3%	\$221	\$221	\$74	\$0	\$7,884	
City of Barstow	Senior Administrative Analyst	\$7,794	0%	\$0	\$78	\$0	\$0	\$7,872	Journey level
City of Colton	Administrative Analyst II	\$6,240	0%	\$0	\$0	\$0	\$0	\$6,240	
City of Redlands	Management Analyst	\$7,121	0%	\$0	\$72	\$0	\$0	\$7,193	
City of San Bernardino Water Department	No Comparable Class								
Goleta Sanitary District	Management Analyst	\$8,689	7%	\$608	\$0	\$0	\$0	\$9,297	
Lake Arrowhead Community Services District	No Comparable Class								
Mountain View Sanitary District	No Comparable Class								
Victor Valley Wastewater Reclamation Authority	No Comparable Class								
Yucaipa Valley Water District	No Comparable Class								
Labor Market Mean		\$7,461						\$7,650	
% BBARWA is above or below Labor Market Mean		-1.26%						2.96%	
Labor Market Median		\$7,458						\$7,532	
% BBARWA is above or below Labor Market Median		-1.21%						4.46%	
# of Comparable Matches		4							
Data effective as of 10/2020									

Notes:

Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Plant Supervisor	\$8,623	3%	\$259	\$259	\$86	\$0	\$9,227	Over operations and maintenance; Grade IV Wastewater Treatment Plant Operator Certificate or possession of a Grade III with the ability to obtain a Grade IV within 24 months of appointment; Grade II Collection System Maintenance Certificate and a Grade I Plant Maintenance Certificate oar the ability to obtain within two (2) years of employment.
City of Barstow	Operations and Maintenance Wastewater Treatment Plant Supervisor	\$7,794	0%	\$0	\$78	\$0	\$0	\$7,872	Over operations and maintenance; Class A or B license within 12 months; Wastewater Treatment Operator III Certificate or higher, a Grade IV is desirable; Collection System Maintenance and Mechanical Technology Certificate Grade I, a Grade II is desirable.
City of Colton	Wastewater Utilities Supervisor	\$7,850	0%	\$0	\$0	\$0	\$0	\$7,850	Over operations and Maintenance; Grade IV Wastewater Treatment Plant Operator Certificate; Grade V desired
City of Redlands	Wastewater Operations Supervisor	\$8,580	0%	\$0	\$0	\$0	\$0	\$8,580	Wastewater Operator Certificate; Grade V Wastewater Operator Certificate is desired; Grade IV Laboratory Analyst Certificate is desirable.
City of San Bernardino Water Department	No Comparable Class								Only over operations; have separate supervisor class over maintenance
Goleta Sanitary District	Wastewater Plant Operations Supervisor	\$9,641	7%	\$675	\$0	\$0	\$0	\$10,316	Over operations and maintenance; Grade IV Wastewater Treatment Plant Operator Certificate; Environment Laboratory Technologists Grade I certificate
Lake Arrowhead Community Services District	Wastewater Operations Supervisor	\$9,062	0%	\$0	\$0	\$174	\$225	\$9,461	Grade IV Wastewater Treatment Operator; over operations and maintenance
Mountain View Sanitary District	Lead Wastewater Operator	\$9,806	0%	\$0	\$0	\$0	\$0	\$9,806	Over operations and maintenance; First level supervisor; Class B driver's license with tanker and air brake endorsements within nine months of appointment; Grade III Wastewater Treatment Operator Certificate; Grade I Plant Maintenance Technologist Certificate within two years of appointment; Grade II Collections Certificate within two years of appointment; Transportation Worker Identification Credential (TWIC) within one year of appointment. This credential requires a Transportation Security Administration (TSA) level background check.
Victor Valley Wastewater Reclamation Authority	No Comparable Class								
Yucaipa Valley Water District	No Comparable Class								Over Water Treatment also
Labor Market Mean		\$8,789						\$8,981	
% BBARWA is above or below Labor Market Mean		-1.92%						2.67%	
Labor Market Median		\$8,821						\$9,021	
% BBARWA is above or below Labor Market Median		-2.29%						2.24%	
# of Comparable Matches		6							
Data effective as of 10/2020									

Notes:
Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Plant Manager	\$11,334	3%	\$340	\$340	\$113	\$0	\$12,128	BA; Grade IV State of California Wastewater Treatment Plant Operator Certificate; Grade II Collection System Maintenance Certificate and Grade I Plant Maintenance Certificate
City of Barstow	Wastewater Treatment Plant Superintendent	\$9,049	0%	\$0	\$90	\$0	\$0	\$9,139	No spec available yet for WWTP Superintendent; Chief Wastewater Treatment Plant Operator not budgeted;
City of Colton	No Comparable Class								Water and Wastewater Utilities Superintendent is over both Water Treatment and Wastewater Treatment
City of Redlands	No Comparable Class								They have reduced class to a Superintendent
City of San Bernardino Water Department	Water Reclamation Operations Superintendent	\$14,453	0%	\$0	\$108	\$0	\$0	\$14,561	WWTPO Grade V; Also have Water Reclamation Maintenance Superintendent (lower salary)
Goleta Sanitary District	Plant Operations Manager	\$11,697	7%	\$819	\$0	\$0	\$0	\$12,516	BA; Grade I Laboratory Technologist Certificate within 18 months of hire date; Grade V Wastewater Treatment Plant Operator Certificate within 18 months of hire date.
Lake Arrowhead Community Services District	No Comparable Class								Operations Manager is over Water Treatment and Wastewater Treatment and requires WWTPO Grade IV and WTPO Grade III
Mountain View Sanitary District	Operations Manager/Chief Plant Operator	\$14,959	0%	\$0	\$0	\$0	\$0	\$14,959	Directs the operation, maintenance and staff activities of the wastewater collection system, wastewater treatment plant, and marshes. Serves as the Mt. View Sanitary District wastewater treatment plant Chief Plant Operator (CPO); Grade V Wastewater Treatment Operator Certificate; Class B within 9 months desired
Victor Valley Wastewater Reclamation Authority	Plant Superintendent	\$13,652	0%	\$0	\$410	\$159	\$683	\$14,903	Grade V Wastewater Treatment Certification
Yucaipa Valley Water District	No Comparable Class								no longer use wastewater superintendent; Operations Manager requires Water Treatment
Labor Market Mean		\$12,762						\$13,216	
% BBARWA is above or below Labor Market Mean		-12.60%						-8.97%	
Labor Market Median		\$13,652						\$14,561	
% BBARWA is above or below Labor Market Median		-20.45%						-20.07%	
# of Comparable Matches		5							
Data effective as of 10/2020									

Notes:
Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

Big Bear Area Regional Wastewater Agency
Total Cash Study
10/2020

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Plant Operator II	\$6,379	3%	\$191	\$191	\$64	\$0	\$6,825	WWTPO Grade II
City of Barstow	Wastewater Treatment Plant Operator	\$4,834	0%	\$0	\$0	\$0	\$0	\$4,834	This job description was updated in November of 2019. Wastewater Treatment Plant Operator must have the ability to obtain a California Wastewater Treatment Operator II Certificate or higher within 4 testing cycles. Senior Wastewater Treatment Plant Operator must have the ability to obtain a California Wastewater Treatment Operator III Certificate or higher within 4 testing cycles of appointment. Possession of a California Water Environmental Association Collection System Maintenance. Grade II is desirable.
City of Colton	Wastewater Operator II	\$6,077	0%	\$0	\$0	\$0	\$304	\$6,381	WWTPO Grade II; WWTP0 I job description changed and no longer requires Grade II
City of Redlands	Wastewater Facilities Operator II	\$5,997	0%	\$0	\$0	\$0	\$0	\$5,997	WWTPO Grade II
City of San Bernardino Water Department	No Comparable Class								Water Reclamation Operator only requires Grade I; Senior Reclamation Operator is Lead and requires Grade III
Goleta Sanitary District	Wastewater Treatment Plant Operator II	\$7,145	7%	\$500	\$0	\$0	\$0	\$7,645	WWTPO Grade II; Ability to obtain a CA Water Environment Laboratory Technologists Grade I certificate
Lake Arrowhead Community Services District	Wastewater Treatment Plant Operator II	\$6,259	0%	\$0	\$0	\$120	\$150	\$6,529	WWTPO Grade II; also requires WTPO Grade I
Mountain View Sanitary District	Wastewater Operator II	\$8,755	0%	\$0	\$0	\$0	\$438	\$9,193	WWTPO Grade II
Victor Valley Wastewater Reclamation Authority	Operator II	\$7,155	0%	\$0	\$0	\$83	\$358	\$7,596	WWTPO Grade II
Yucaipa Valley Water District	No Comparable Class								Integrated Operator II requires WWTPO II, WTPO Grade II and WDO Grade II
Labor Market Mean		\$6,603						\$6,882	
% BBARWA is above or below Labor Market Mean		-3.52%						-0.84%	
Labor Market Median		\$6,259						\$6,529	
% BBARWA is above or below Labor Market Median		1.88%						4.33%	
# of Comparable Matches		7							
Data effective as of 10/2020									

Notes:

Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

Survey Agency	Classification Title	Maximum Salary	EE Portion of Retirement Paid by ER (%) (Classic)	EE Portion of Retirement Paid by ER (\$) (Classic)	Deferred Comp	Longevity Pay (Year 7)	Cert Pay	Total Cash	Comments
Big Bear Area Regional Wastewater Agency	Plant Operator-in-Training	\$4,436	3%	\$133	\$133	\$44	\$0	\$4,746	OIT
City of Barstow	Wastewater Treatment Operator in Training	\$4,376	0%	\$0	\$0	\$0	\$0	\$4,376	Ability to obtain a Class A license within 12 months of appointment. Must obtain a California Wastewater Treatment Operator I Certificate or higher within 4 testing cycles of receiving your Operator in Training certificate or 24 months of appointment, whichever is comes first. Must obtain a California Wastewater Treatment Operator II Certificate or higher within 4-testing cycles of receiving your California Wastewater Treatment Operator I Certificate.
City of Colton	Wastewater Operator in Training	\$3,499	0%	\$0	\$0	\$0	\$175	\$3,674	Spec not available online, but in past studies-WWTPO Grade I required within 30 months
City of Redlands	No Comparable Class								Wastewater/Water Apprentice is intern (no benefits)
City of San Bernardino Water Department	Water Reclamation Trainee	\$4,144	0%	\$0	\$54	\$0	\$0	\$4,198	OIT; Grade I within 3 years
Goleta Sanitary District	No Comparable Class								Operator in Training is intern/part time-non benefitted position now
Lake Arrowhead Community Services District	No Comparable Class								No OIT level
Mountain View Sanitary District	Wastewater Operator Trainee	\$6,046	0%	\$0	\$0	\$0	\$0	\$6,046	Wastewater Treatment Plant Operator-in-Training Certificate within 3 months
Victor Valley Wastewater Reclamation Authority	No Comparable Class								No longer use Operator In Training
Yucaipa Valley Water District	No Comparable Class								Integrated Operator in Training operates both Water and Wastewater and distribution systems and requires WTPO Grade I and WDO Grade I within 18 months and WWTPO Grade I within 36 months
Labor Market Mean		\$4,516						\$4,574	
% BBARWA is above or below Labor Market Mean		-1.82%						3.64%	
Labor Market Median		\$4,260						\$4,287	
% BBARWA is above or below Labor Market Median		3.96%						9.67%	
# of Comparable Matches		4							
Data effective as of 10/2020									

Notes:
Goleta Sanitary District- ER pick up is with 5 years of service; certification pay is a 1x payment (not included)

BIG BEAR AREA REGIONAL WASTEWATER AGENCY

PAY SCHEDULE

Current Effective July 4, 2020 vs. Proposed New 2021

Classification	Current Start	Current Top	New Start	New Top ^{1,2}	% Change
Hourly Pay Rate:					
Active					
Non-Regular ⁴	\$15.48	\$20.90	\$15.48	\$20.90	-
Plant Operator-In-Training ³	\$18.95	\$25.59	\$18.95	\$25.59 ³	-
Plant Operator	\$27.26	\$36.80	\$27.26	\$36.80	-
Laboratory Analyst	\$32.36	\$43.69	\$32.36	\$43.69	-
Plant Supervisor	\$36.85	\$49.75	\$36.85	\$49.75	-
Administrative Assistant	\$25.00	\$33.76	\$25.05	\$33.82	0.18%
Management Analyst	\$31.48	\$42.51	\$31.48	\$42.51	-
Human Resources Coordinator / Accounting Technician ³	\$39.74	\$53.65 ¹	\$39.74	\$53.65 ³	-
Plant Manager	\$45.10	\$65.39	\$49.61	\$71.93	10.0%
Finance Manager	\$52.87	\$76.65	\$52.87	\$76.65	-
General Manager ³	\$78.92	\$114.44	\$78.92	\$114.44 ³	-

1. New top of scale adjusted to the adjusted labor market median per November 2020 study of the comparable agencies.
2. Starting pay will be set to the current range from top of scale (45% spread for manager positions; 35% spread for all others).
3. Pay range is frozen until released by Governing Board action.
4. Non-Regular pay is set by the General Manager and classification was not included in the compensation study.

COMPENSATION STUDIES

I. PURPOSE

To establish uniform practices for periodic compensation studies. All compensation studies are for informational purposes only and do not commit the Agency to salary adjustments. Compensation studies can help to determine the appropriate level and validity of salary ranges and overall compensation structures and can contribute to financial and rate stability over time.

II. POLICY

- A. **Compensation Study Update.** The Agency currently utilizes a consulting firm to update its compensation study on an annual basis. The study compares each of the Agency's job positions (referred to as classifications within the study) with comparable positions among a comparable agency group (the Comparable Group). The Comparable Group currently consists of nine agencies. Not all agencies in the Comparable Group have positions that are comparable to the Agency's.
- B. **Compensation Study Labor Market Data.** The study compares Maximum Salary, Total Cash and Total Compensation by job position. The Agency uses Total Cash as the measure for comparison. Total Cash currently includes maximum salary, employer paid member contributions, deferred compensation, longevity pay, and certification pay. The Agency has determined that it wants to remain competitive with the market based on total cash compensation for each position, not just maximum salary. Total Compensation includes health premiums among other items of comparison. The geographic disparity of health premiums reduces the reliability of Total Compensation as a true market indicator of compensation.
- C. **Assessing the Labor Market Data.** The labor market median for each position is used as the basis for the comparison (to the Agency's comparable position).
 - i. If Total Cash for the comparable position is plus or minus five percent from the labor market median, no adjustment to the pay range is indicated.
 - ii. If Total Cash for the comparable position is more than five percent below the market median, an adjustment to the pay range to five percent below the labor market median is indicated.
 - iii. If Total Cash for the comparable position is more than five percent above the labor market median, an adjustment of the pay range to five percent above the labor market median is indicated, provided that the position is currently vacant. If the position is filled, the current pay range will be frozen, and inflationary, cost-of-living adjustments to the pay range will not be granted until after the next study update or until determined otherwise. Using this method, the higher-than-market pay range will correct downward over time.
- D. **Making Market Adjustments.** If an adjustment is indicated, the following calculations will be made to determine the recommended pay range to be included in the Agency's publicly available pay schedule.

- i. For any position in which an adjustment is indicated, the Maximum Salary will be adjusted to the point at which Maximum Salary when combined with the other items of Total Cash is equal to the adjusted labor market median. The adjusted labor market median is plus or minus 5% of the labor market median pursuant to Section II. C. ii. or iii.
- ii. Maximum Salary will be used to determine the top of the Agency's pay range for the position. The beginning of the pay range is determined by applying the percentage range from starting salary to maximum salary – 45% range for management positions and 35% range for all other positions.

E. **Market Adjustment Limitations and Considerations.** When making market adjustments the following will apply.

- i. No market adjustment will exceed 10%.
- ii. If an Agency position has four or less comparable positions in the market (less than 50% of the market), discretion should be exercised prior to any adjustments. If an adjustment is indicated, reasons for the market adjustment should be understood and validated. With such a small comparable group, movements in the labor market median can be volatile and invalid. A market adjustment may be limited to an inflationary adjustment based on an Agency cost-of-living adjustment until the next study update.