

**BRYCE
CONSULTING**

**TRUCKEE TAHOE AIRPORT DISTRICT
CLASSIFICATION & COMPENSATION PLAN
NOVEMBER 2016 – DRAFT REPORT**

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SECTION I - INTRODUCTION

The Truckee Tahoe Airport District retained Bryce Consulting to conduct a District-wide classification and compensation study involving all District positions. This report presents the classification and compensation study results for the District. This introductory section of the report addresses the classification and compensation study objectives and methodology.

This report includes:

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| Section I | Introduction |
| Section II | Classification Conceptual Framework |
| Section III | Classification Plan Allocations |
| Section IV | Classification Specifications |
| Section V | FLSA Analysis |
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STUDY OBJECTIVES

Classification Study:

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

- To systematically describe in the classification plan the kind of work currently performed by employees and the level of responsibility and difficulty of that work.
- To develop a classification structure that reflects the District’s overall classification and compensation strategy and includes the clear definition of terms.
- To allocate each position to the appropriate class based on the duties and responsibilities assigned at the time the position was studied.
- To draft new or revised class specifications.

Compensation Study

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

- Recommend classifications to survey.
- Collect and analyze salary and benefit data for the selected survey classes from the identified labor market.
- Develop a salary plan for all District 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:

Classification Study:

- The project consultant met with the General Manager and Ad Hoc Committee of the Board of Directors to review the study scope and methodology.
- The project consultant met with all available employees included within the scope of the study to discuss the study objectives and procedures. At that time, Position Inventory Questionnaires were distributed to employees to complete regarding their current position.
- Upon independent completion of the questionnaire by the employees, management reviewed the questionnaires for accuracy and provided additional comments. The consultant then conducted a preliminary analysis of the information provided by the employee and management.
- The consultant returned to the field to conduct interviews with all employees, in addition to management staff. The purpose of these interviews was to gain clarification and additional information regarding each position.
- Based on the information obtained through the questionnaires and interviews, the consultant analyzed and developed a conceptual classification plan that groups classes

into series and levels which are similar in the kind of work performed. The class concepts were reviewed by management.

- Thereafter, the consultant drafted new or revised class specifications for each classification. Management staff then reviewed the draft of the classification plan along with the new or revised class specifications. Following the review process, the plan was finalized and submitted to the District for review and adoption.

Compensation Study:

- The consultant selected the classifications to be surveyed for compensation purposes, solicited salary and benefit information from the survey agencies selected by the District, reviewed and analyzed the data, followed up with the survey agencies as needed to gain clarification and developed and presented the salary and benefit findings to the District.
- Once the data was collected and analyzed, the consultant met with the Ad Hoc Committee to review the finding. Once this review process was completed, the data was finalized and presented to the Board of Directors.

SECTION II – CLASSIFICATION CONCEPTUAL FRAMEWORK

This section of the report presents a conceptual framework for the classification plan. The classification analysis as applied to positions within the District used sound principles of job evaluation and job analyses. The approach utilized classes that reflect distinct differences in levels and types of work as determined through the use of established allocation factors and class concepts.

The classifications emerging from the analysis represent a carefully designed classification structure tailored to the particular needs of the District. While the District is a relatively stable organization, it is one that needs classes that provide flexibility. Within these job classes are positions that require a full range of knowledge, skills, and abilities to successfully accomplish a wide array of managerial, professional, technical, operations/maintenance, and administrative support assignments. The class concepts as outlined on the following pages accommodate these diverse needs and requirements in a manner that encourages the highest degree of management flexibility possible. At the same time, these class concepts reflect organizational consistency within job series. Finally, the proposed classifications emphasize the duties performed and responsibility exercised as documented through the job analysis process. This section elaborates upon these and other classification concepts used to build the proposed classification plan. The concepts addressed include the following:

Classification Levels
Class Series
Flexible Staffing
Titling of Supervisory and Management Job Classes
Class Specification Format
Definitions of Levels of Supervision
Allocation Factors

CLASSIFICATION LEVELS

Position classification represents the grouping of jobs within the District into a systematic classification structure based on the interrelationship of the duties performed, nature and level of responsibilities and other work-related requirements of the jobs. Within the overall classification plan it is possible to generally categorize each classification according to the following possible levels:

Class Level
Entry
Journey
Advanced Journey

Manager
Supervisor
Department Head

Within each job family, there may exist a classification at every level or only at selected levels. The levels within a job family reflect the organization and should be tailored to that organization's needs and priorities. For instance, there are areas where it is to the District's advantage to fill positions at a fully working journey level. There is no need for functions to be performed at the entry level. Therefore, there would be no entry level classification in that particular job family. Furthermore it is important to note that while two given job families may both contain, for example, a journey level classification, the two journey level classes will likely be treated differently for compensation purposes. Distinctions between class levels for all types of job families may be expressed in terms of the general amount of responsibility to be assumed within each class level. The following subsections generally define the responsibilities to be assumed at each class level identified.

Entry level classes are designed to provide an on-the-job training opportunity to an employee who has limited directly related work experience and is not yet prepared to perform the full range of work assigned to the journey level class.

Journey level classes are designed to recognize those positions which require the incumbent to perform a broad range of tasks usually under general supervision. A journey level position is fully trained in the scope of duties associated with this level.

Advanced Journey level classes possess a specialized technical or functional expertise. They typically are assigned significant responsibilities above the journey level, possess specialized knowledge, abilities, skills, and experience, and often exercise independent judgment in the performance of their duties. Advanced journey level classes may provide technical and functional or first-line supervision over lower level positions.

The **Manager** level class recognizes positions that provide full line and functional management responsibility for an assigned program.

The **Supervisor** level class recognizes full, first-line supervisory positions that plan, assign, and evaluate the work of subordinates and are responsible for a program area within a work unit or department.

The **Department Head** level class recognizes positions with full responsibility for the administration of a department.

The **General Manager** level class recognizes the position that is responsible for the overall administration and operations of the District, reporting to the Board.

CLASS SERIES – OFFICE SUPPORT AND OPERATIONS AND MAINTENANCE

A class series is a set of two or more classes within a job family that are closely related in terms of work performed and distinguished primarily by the level of responsibility and scope of duties assumed. Within a class series it is possible to distinguish general categories or levels based upon factors such as the scope of responsibility assumed, the training and experience required to perform assigned duties, and the nature of supervision received and exercised. Also, common titling designations are generally used to clearly define the applicable class level. The following subsections indicate for each of the defined class levels in the office support and operations and maintenance class series the titling distinctions, scope of duties assumed, the general experience and training required and the nature of supervision received and exercised which typically reflect each level.

ENTRY LEVEL -- "I" CLASSES -- Entry level classes provide on-the-job training to employees with limited related work experience. Assignments are generally limited in scope and are performed within a procedural framework established by higher level employees. As experience is acquired, the employee performs with less immediate supervision.

JOURNEY LEVEL -- "II" OR "NO DESIGNATION" CLASSES -- Journey level classes recognize positions that require the incumbent to work under general supervision and within a framework of established procedures. Incumbents are expected to perform the full range of duties with only occasional instruction or assistance. Positions at this level frequently work outside the immediate proximity of a supervisor. A journey level position is fully trained in the scope of duties associated with this level and work is normally reviewed only on completion and for overall results.

ADVANCED JOURNEY LEVEL -- "III" CLASSES -- Advanced journey level classes recognize positions that perform a full range of duties, possess specialized technical or functional expertise, and are assigned specialized duties. They typically are assigned significant responsibilities above the journey level that requires specialized knowledge, abilities, skills, and experience, and often exercise independent judgment in the performance of their duties. Advanced journey positions may exercise technical, functional or lead supervision over lower level positions.

FLEXIBLE STAFFING

Associated with the above described class series is the practice of flexible staffing. The District may choose to flexibly staff positions within a class series containing an entry and a journey level position. Flexible staffing gives the District the flexibility to hire employees at the entry level or the journey level depending upon applicant qualifications and staffing needs. Positions budgeted at the journey level and encompassing full journey level work would normally be filled at the entry level when they become vacant, unless the needs of the District require that the position be filled at the journey level. The distinction between the entry level and the journey level is based upon the degree of responsibility to which an incumbent is expected to perform rather than on the types of duties assigned. After gaining the experience and knowledge to perform the full range or journey level tasks and fulfilling any special requirements for the journey level, the employee could reasonably expect to progress to the journey level based upon the judgment of management. It is emphasized that flexible staffing does not preclude the District from identifying certain positions in the class that contain primarily routine and repetitive tasks and assigning those positions to the entry level permanently. In these cases, the employee at the entry level could not reasonably expect to advance to the journey level while in the assigned position.

Advancement to the advanced journey level would be achieved through competitive selection rather than the more routine promotion from the entry to the journey level under the flexible staffing concept. However, should the District choose not to flexibly staff a given class series, appointment to the journey level would also be done through the traditional competitive selection method. The following classes are recommended for flexible staffing:

Operations and Maintenance Technician I/II

TITLING OF MANAGEMENT AND SUPERVISORY JOB CLASSES

To promote consistency in position titling both within the District and in relationship to other public agencies, we suggest specific titles be used to reflect organization responsibilities and levels. The titles recommended for supervisory and management classifications are defined as follows:

MANAGER -- Where the word "Manager" appears in the job title, it identifies classes that:

- Assume full line and functional management responsibility for multiple, varied functions.

- Assume responsibility for the development and implementation of program goals, objectives, policies, and priorities.
- May assume responsibility for the preparation and administration of an assigned program budget.

SUPERVISOR -- Where the word "Supervisor" appears in a job title, it identifies classes that:

- Provide full, first-line, direct supervision to assigned employees.
- Plan, assign, supervise, and review the work of subordinates.
- Assume responsibility for program development and management.
- Assume responsibility for effectively recommending a variety of personnel actions in such areas as performance evaluations, training, selections, transfers, and disciplinary measures.
- Perform the most difficult and complex work of the section or unit.
- Assist in budget development and administration.

DIRECTOR -- Where the word "Director" appears in a job title, it denotes the administrative head of a major department who:

- Assumes responsibility for the development and implementation of department goals, objectives, policies and priorities.
- Assumes responsibility for preparation and administration of department budget.
- Provides supervision over staff.

GENERAL MANAGER – The General Manager is the administrative head of the District who:

- Assumes responsibility for the development and implementation of District goals, objectives, policies and priorities.
- Assumes responsibility for preparation and administration of the District budget.
- Ensures Board directives are adhered to.

EXCEPTIONS TO TITLING GUIDELINES

At times, a title has been recommended that uses terminology that may appear inconsistent with the recommended titling guidelines. The recommended title in these instances conforms to titles used conventionally within the respective industry, trade or profession or past history within the District (e.g. District Clerk). Nothing in this report will preclude the District from using working titles in individual employees' day-to-day business activities.

CLASS SPECIFICATIONS FORMAT

The class specifications for the proposed job classes as outlined in this report are descriptive and explanatory in defining classes. Each class specification may contain all or part of the following information:

Class Title - The class title is a brief and descriptive designation of the type of work performed. The class title on payrolls, budgets, personnel reports and other official forms and reports dealing with positions or personnel will provide a common reference to the position. It should be understood that the class title is selected to serve this purpose and is not to be construed as limiting the use of working titles.

Definition - This section is a general description of the work and includes a brief, concise definition of the primary responsibilities assigned to positions in the class.

Distinguishing Characteristics - This section, when used, describes the level of work in relation to higher or lower classes in the same series.

Supervision Received and Exercised - This section describes the level of supervision received and exercised by positions in the class. For a definition of the terms used to denote levels of supervision, see the next part of this section.

Examples of Essential Duties - This section is intended to enable the reader to obtain a more complete concept of the actual work performed by positions allocated to the class and typical tasks which are common to positions of the class are listed. These examples show, further, the range of duties performed by positions in the class. The list is descriptive, but not limiting, and is not intended to describe all the work performed by all positions allocated to the class. This section merely serves to illustrate the more typical portions of the work. The statement "Perform related duties as assigned" is included in all class specifications to provide flexibility to management in assigning duties.

Minimum Qualifications - This section lists those knowledge and abilities that the duties of the class require and that applicants for positions in the class at a minimum must possess to be qualified.

Also included are the desirable levels of experience and education and/or training most likely to produce the desired knowledge and abilities. It should be stressed that this section does not in any way refer to the qualifications of present employees. Personal characteristics commonly required of all employees should not be listed since they are to be implied as required qualifications for all classes.

License and/or Certificates - In certain classifications, legal or special provisions require possession of a specific license or certification issued by a Board of Licensure as a condition of employment or continued employment. These requirements will appear on the class specification under the section entitled License and/or Certificates.

Working Environment - This section provides an idea of the typical working environment positions within the classification will experience.

CLASSIFICATION SPECIFICATION FORMAT

TAHOE TRUCKEE AIRPORT DISTRICT

Job Description

CLASS TITLE

DEFINITION

DISTINGUISHING CHARACTERISTICS

SUPERVISION RECEIVED AND EXERCISED

EXAMPLES OF ESSENTIAL DUTIES - *Duties may include, but are not limited to, the following:*

MINIMUM QUALIFICATIONS

Knowledge of:

Ability to:

EXPERIENCE AND TRAINING

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Training:

License and/or Certificate

Working Environment

DEFINITIONS OF LEVELS OF SUPERVISION

The following terms may be used to denote the levels of supervision received and exercised by positions in the various classes of work:

DIRECT SUPERVISION - The basic characteristics of direct supervision are the assignment of tasks; the observance, review, and evaluation of performance; the administration of line personnel functions (e.g., selection, discipline, grievances, privileges); and responsibility for the worker, as well as the work. The gradations of direct supervision are described below in terms of supervision received by employees.

- **Immediate Supervision** - The employee works in the presence of his/her supervisor or in a situation of close control and easy reference. Work assignments are given with explicit instructions or are so routinized that few, if any, deviations from established practice are made without checking with the supervisor. This type of supervision generally is exercised over the entry level in a series.
- **General Supervision** - Assigned duties require the exercise of judgment or choice among possible actions, sometimes without clear precedents and with concern for the consequences of the action. The employee may or may not work in proximity to his/her supervisor. This type of supervision typically pertains to the journey levels in a clerical or operations/maintenance class series.
- **Direction** - The employee receives general instructions regarding the scope of and approach to projects or assignments, but procedures and techniques are left to the discretion of the employee. This category is usually applied to advanced journey level clerical and operations/maintenance classes in which employees are expected to operate with a reasonable degree of independence and journey level of professional classes.
- **General Direction** -- The employee is responsible for a program or function(s) and is expected to carry out necessary activities without direction except as new or unusual circumstances require. This category is usually reserved for managers.
- **Administrative Direction** -- The employee has broad management responsibility for a large program or set of related functions. Administrative direction is usually received in terms of goals; review is received in terms of results. This category is usually reserved for supervisory positions.
- **Policy Direction** -- The employee has broad management responsibility for a department. Policy direction is usually received in terms of District-wide goals; review

is received in terms of results. This category is usually reserved for department heads and the General Manager.

INDIRECT SUPERVISION -- Indirect supervision is characterized by some form of authority over the work of employees not under direct supervision. In other words, the "Supervisor" is responsible for the work but not for the worker. The descriptions above were written in relation to the employee under direct supervision; the following describes persons with responsibility for exercising indirect supervision:

- **Technical Supervision** - The "Supervisor" is responsible for prescribing procedures, methods, materials, and formats as a technical expert in a specialty. He/she may produce or approve specifications, guides, lists, or directions. He/she may give direction to employees, but usually on "how" and "why", and does not assign tasks or observe and evaluate performance. "Technical supervision" is related to an occupational specialty or function--not to specified employees.
- **Functional Supervision** - The "Supervisor" is responsible for a project or recurrent activities which involve tasks performed by persons over whom he/she has authority to give direction in regard to that project, even though they are under the direct supervision of someone else. "Functional supervision" may include "technical supervision", but goes beyond it in that the supervisor schedules and assigns tasks, monitors progress, reviews results, evaluates the employee regarding area of assignment, and is the person responsible for the completed work product.

ALLOCATION FACTORS

Allocation factors are standards that are used to measure job requirements of individual positions. These factors can be compared in order to measure the similarities and differences among positions. The allocation factors used to develop the District's Classification Plan are:

Decision Making
Scope and Complexity
Contact with Others Required by the Job
Supervision Exercised and Received
Knowledge, Skills and Abilities

These criteria are briefly defined below:

Decision Making

This standard consists of (a) the decision making responsibility and degree of independence or latitude that is inherent in the position and (b) the impact of the decisions.

Scope and Complexity

This standard defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.

Contact with Others Required by the Job

This standard measures (a) the types of contacts and (b) the purpose of the contacts.

Supervision Received and Exercised

This standard describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.

Knowledge, Skills and Abilities

This standard defines the knowledge, skills and abilities necessary to perform assigned responsibilities.

These allocation factors are carefully and consistently applied during the analysis of each position included in the scope of the study. They are then compared with the same elements in positions that involve similar kinds of work. Not all factors will be as pertinent to all positions and each factor is analyzed in accordance with the importance of that particular factor to the kind of job under study. Consideration of these allocation factors leads to the identification of various classes. More specifically, positions are typically divided first into classification families and series that involve the same kind of work and then subdivided into classes based on levels of responsibility within each group.

Positions are classified according to the nature and kind of duties assigned to the position. The assignment of additional duties of a similar nature to a position does not justify a higher classification. Redistributing work or adding employees, not by reclassifying existing positions, properly solves problems of excessive workload.

SECTION III - CLASSIFICATION PLAN ALLOCATIONS

This section presents the preliminary classification plan for your review. As such, it includes a proposed classification list.

ALLOCATION OF POSITIONS TO CLASSES

Each position included in the scope of the study has been allocated to an appropriate class within the recommended classification plan. The allocation list can be found in **Appendix A**.

It should be noted that changes in titles do not necessarily represent a major change in duties or responsibilities. In the same vein, the retention of a job title currently in use does not always indicate that the job specification for that class will remain unchanged.

CLASS LIST

The proposed classification plan includes the following classes:

Administrative Clerk
Aviation and Community Services Manager
Aviation and Community Services Program Coordinator (Environmental)
Aviation and Community Services Program Coordinator (Safety)
Director of Airport Operations and Maintenance
Director of Aviation and Community Services
Director of Finance and Administration
District Clerk
General Manager
Operations and Maintenance Technician I/II
Operations and Maintenance technician III
Operations and Maintenance Supervisor
Pilot Outreach Coordinator
Public Relations Manager
Staff Accountant

SECTION IV - CLASSIFICATION SPECIFICATIONS

Bryce Consulting has developed class specifications describing the classes recommended in the preceding section. These specifications are written to be general descriptions of the main focus of the assigned duties and responsibilities and are not inclusive of every task assigned to a position. For a general explanation of the format of the class specifications refer to Section II of this report. The complete job descriptions have been provided to the District under separate cover.

SECTION V – FLSA ANALYSIS

Bryce was asked to conduct an FLSA Analysis for District classifications. The following contains the analysis and recommendations. The Fair Labor Standards Act (Division of Labor Standards Enforcement) and the corresponding Code of Federal Regulations sets forth the criteria for the determining whether an employee is exempt from the wage and hour requirements of the FLSA/DLSE. The FLSA/DLSE regulations provide for three broad and a specific occupational category of exempt employees. Executive, Administrative, and Professional are the three broad categories with the Computer Employee exemption being a more specific category. Below are the interpretations for exemption by the four categories.

ANALYSIS

1. Executive Exemption

To qualify for the executive employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$913 per week;
- The employee’s primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- The employee must have the authority to hire or fire other employees, or the employee’s suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees must be given particular weight.

Primary Duty - “Primary duty” means the principal, main, major or most important duty that the employee performs. Determination of an employee’s primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee’s job as a whole.

Management - Generally, “management” includes, but is not limited to, activities such as interviewing, selecting, and training of employees; setting and adjusting their rates of

pay and hours of work; directing the work of employees; maintaining production or sales records for use in supervision or control; appraising employees' productivity and efficiency for the purpose of recommending promotions or other changes in status; handling employee complaints and grievances; disciplining employees; planning the work; determining the techniques to be used; apportioning the work among the employees; determining the type of materials, supplies, machinery, equipment or tools to be used or merchandise to be bought, stocked and sold; controlling the flow and distribution of materials or merchandise and supplies; providing for the safety and security of the employees or the property; planning and controlling the budget; and monitoring or implementing legal compliance measures.

Department or Subdivision - The phrase "a customarily recognized department or subdivision" is intended to distinguish between a mere collection of employees assigned from time to time to a specific job or series of jobs and a unit with permanent status and function.

Customarily and Regularly - The phrase "customarily and regularly" means greater than occasional but less than constant; it includes work normally done every workweek, but does not include isolated or one-time tasks.

Two or More - The phrase "two or more other employees" means two full-time employees or their equivalent. For example, one full-time and two half-time employees are equivalent to two full-time employees. The supervision can be distributed among two, three or more employees, but each such employee must customarily and regularly direct the work of two or more other full-time employees or the equivalent. For example, a department with five full-time nonexempt workers may have up to two exempt supervisors if each supervisor directs the work of two of those workers.

Particular Weight - Factors to be considered in determining whether an employee's recommendations as to hiring, firing, advancement, promotion or any other change of status are given "particular weight" include, but are not limited to, whether it is part of the employee's job duties to make such recommendations, and the frequency with which such recommendations are made, requested, and relied upon. Generally, an executive's recommendations must pertain to employees whom the executive customarily and regularly directs. It does not include occasional suggestions. An

employee's recommendations may still be deemed to have "particular weight" even if a higher level manager's recommendation has more importance and even if the employee does not have authority to make the ultimate decision as to the employee's change in status.

2. Administrative Exemption

To qualify for the administrative employee exemption, all of the following tests must be met:

1. The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$913 per week;
2. The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
3. The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

Primary Duty - "Primary duty" means the principal, main, major or most important duty that the employee performs. Determination of an employee's primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee's job as a whole.

Directly Related to Management or General Business Operations - To meet the "directly related to management or general business operations" requirement, an employee must perform work directly related to assisting with the running or servicing of the business, as distinguished, for example from working on a manufacturing production line or selling a product in a retail or service establishment. Work "directly related to management or general business operations" includes, but is not limited to, work in functional areas such as tax; finance; accounting; budgeting; auditing; insurance; quality control; purchasing; procurement; advertising; marketing; research; safety and health; personnel management; human resources; employee benefits; labor relations; public relations; government relations; computer network, Internet and database administration; legal and regulatory compliance; and similar activities.

Employer's Customers - An employee may qualify for the administrative exemption if the employee's primary duty is the performance of work directly related to the management or general business operations of the employer's customers. Thus, employees acting as advisors or consultants to their employer's clients or customers - as tax experts or financial consultants, for example - may be exempt.

Discretion and Independent Judgment - In general, the exercise of discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered. The term must be applied in the light of all the facts involved in the employee's particular employment situation, and implies that the employee has authority to make an independent choice, free from immediate direction or supervision. Factors to consider include, but are not limited to: whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices; whether the employee carries out major assignments in conducting the operations of the business; whether the employee performs work that affects business operations to a substantial degree; whether the employee has authority to commit the employer in matters that have significant financial impact; whether the employee has authority to waive or deviate from established policies and procedures without prior approval, and other factors set forth in the regulation. The fact that an employee's decisions are revised or reversed after review does not mean that the employee is not exercising discretion and independent judgment. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures or specific standards described in manuals or other sources.

Matters of Significance - The term "matters of significance" refers to the level of importance or consequence of the work performed. An employee does not exercise discretion and independent judgment with respect to matters of significance merely because the employer will experience financial losses if the employee fails to perform the job properly. Similarly, an employee who operates very expensive equipment does not exercise discretion and independent judgment with respect to matters of significance merely because improper performance of the employee's duties may cause serious financial loss to the employer.

3. Learned Professional Exemption

To qualify for the learned professional employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$913 per week;
- The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;

- The advanced knowledge must be in a field of science or learning; and
- The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

Primary Duty -“Primary duty” means the principal, main, major or most important duty that the employee performs. Determination of an employee’s primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee’s job as a whole.

Work Requiring Advanced Knowledge -“Work requiring advanced knowledge” means work which is predominantly intellectual in character, and which includes work requiring the consistent exercise of discretion and judgment. Professional work is therefore distinguished from work involving routine mental, manual, mechanical or physical work. A professional employee generally uses the advanced knowledge to analyze, interpret or make deductions from varying facts or circumstances. Advanced knowledge cannot be attained at the high school level.

Field of Science or Learning - Fields of science or learning include law, medicine, theology, accounting, actuarial computation, engineering, architecture, teaching, various types of physical, chemical and biological sciences, pharmacy and other occupations that have a recognized professional status and are distinguishable from the mechanical arts or skilled trades where the knowledge could be of a fairly advanced type, but is not in a field of science or learning.

Customarily Acquired by a Prolonged Course of Specialized Intellectual Instruction - The learned professional exemption is restricted to professions where specialized academic training is a standard prerequisite for entrance into the profession. The best evidence of meeting this requirement is having the appropriate academic degree. However, the word “customarily” means the exemption may be available to employees in such professions who have substantially the same knowledge level and perform substantially the same work as the degreed employees, but who attained the advanced knowledge through a combination of work experience and intellectual instruction. This exemption does not apply to occupations in which most employees acquire their skill by experience rather than by advanced specialized intellectual instruction.

4. Computer Employee Exemption

To qualify for the computer employee exemption, the following tests must be met:

- The employee must be compensated ***either*** on a salary or fee basis at a rate not less than \$7,265.43 per month ***or***, if compensated on an hourly basis, at a rate not less than \$41.85 an hour;
- The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below;
- The employee’s primary duty must consist of:
 1. The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;
 2. The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;
 3. The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or
 4. A combination of the aforementioned duties, the performance of which requires the same level of skills.

The computer employee exemption does not include employees engaged in the manufacture or repair of computer hardware and related equipment. Employees whose work is highly dependent upon, or facilitated by, the use of computers and computer software programs (e.g., engineers, drafters and others skilled in computer-aided design software), but who are not primarily engaged in computer systems analysis and programming or other similarly skilled computer-related occupations identified in the primary duties test described above, are also not exempt under the computer employee exemption.

Primary Duty - “Primary duty” means the principal, main, major or most important duty that the employee performs. Determination of an employee’s primary duty must be based on all the facts in a particular case, with the major emphasis on the character of the employee’s job as a whole.

AUDIT RESULTS

Table 1 on the following page provides the recommendations regarding exemption from overtime.

| TABLE 1 FLSA ANALYSIS | |
|--|--------------------------|
| Classification | FLSA Designation |
| Administrative Clerk | Non-Exempt |
| Aviation and Community Services Manager | Administrative Exemption |
| Aviation and Community Services Program Coordinator (Environmental) | Non-Exempt |
| Aviation and Community Services Program Coordinator (Safety) | Non-Exempt |
| Director of Airport Operations and Maintenance | Executive Exemption |
| Director of Aviation and Community Services | Executive Exemption |
| Director of Finance and Administration | Executive Exemption |
| District Clerk | Non-Exempt |
| General Manager | Executive Exemption |
| Operations and Maintenance Technician I/II | Non-Exempt |
| Operations and Maintenance Technician III | Non-Exempt |
| Operations and Maintenance Supervisor | Exempt |
| Pilot Outreach Coordinator | Non-Exempt |
| Public Relations Manager | Administrative Exemption |
| Staff Accountant | Non-Exempt |

SECTION VI – 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 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.
- **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.
- **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.

Bryce surveyed the same agencies that were included in the 2010 compensation study as the District feels those agencies are representative of the District’s labor market as listed below.

| TABLE 2 |
|--|
| SURVEY AGENCIES |
| Aspen Airport |
| Big Bear Airport |
| Centennial Airport |
| Friedman Memorial Airport-Sun Valley |
| Monterey Peninsula Airport District |
| North Tahoe Public Utility District |
| Northstar Community Services District |
| Northstar Ski Resort |
| Reno-Tahoe Airport Authority |
| Squaw Valley Ski Corporation |
| Tahoe City Public Utility District |
| Tahoe-Truckee Sanitation Agency |
| Town of Truckee |
| Truckee Donner Public Utility District |
| Truckee Sanitary District |

Of the 15 agencies surveyed, all were able to participate in the process with the exception of Friedman Memorial Airport-Sun Valley and Northstar Ski Resort.

SURVEY CLASSES

Survey classes are a representative sample of all classes within the District’s classification plan, and provide a reference point for the subsequent salary determinations of the classifications not surveyed. The number of classifications selected to survey is somewhat dependent on the number of classifications a particular agency has within their classification plan. For instance, a smaller agency may have nearly all of the classifications selected as a survey class while a larger organization may have only one-third to one-half of the classifications within their organization surveyed, as larger organizations often have stronger internal relationships between classifications; whereas a smaller organization may face challenges in developing internal ties due to the limited number of similar classifications. Due to the relatively small size of the District, nearly all of the classifications were surveyed.

Table 3 displays the survey classifications based on the above criteria.

| TABLE 3 SURVEY CLASSIFICATIONS |
|---|
| Administrative Clerk |
| Aviation and Community Services Manager |
| Aviation and Community Services Program Coordinator- Environmental |
| Aviation and Community Services Program Coordinator-Safety |
| Director of Airport Operations and Maintenance |
| Director of Aviation and Community Services |
| Director of Finance and Administration |
| District Clerk |
| General Manager |
| Operations and Maintenance Supervisor |
| Operations and Maintenance Worker II |
| Operations and Maintenance Worker III |
| Pilot and Passenger Outreach Coordinator |
| Public Relations Manager |
| Staff Accountant |

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
- Longevity Pay at Year 10
- Certification/Education Pay
- Employer contribution towards cafeteria plan, health, dental, and vision insurance
- Employer paid life insurance
- Employer paid long term disability insurance
- Retiree Health Savings Account contribution
- Social Security practices
- Employee pick-up of employer contribution for retirement
- Cost of living information
- Retirement benefit, formula and employer's rate

- Auto allowance
- Education Reimbursement
- Retiree health benefit information
- Pay plan practices
- Paid leave (vacation, sick leave, holidays, administrative/management leave)

It should be noted that benefit data was collected for newly hired employees, unless otherwise noted. The salary and benefit data was collected in July, August and September 2016.

SURVEY METHODOLOGY

The survey methodology utilized by Bryce Consulting included:

- The consultant utilized the survey agencies' websites, where available, to collect salary data and to collect and compare job descriptions, organization charts and position allocation lists to determine comparability.
- A survey sent to the labor market employer with detailed questions for collecting the salary data.
- 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 salary information, careful efforts were made to document the full range of duties and requirements of all job classes as comparable to the District'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 for each classification using maximum salary, total cash and total compensation. The District's position was then compared to the labor market, for each survey classification, which produced the percentage the District is above or below the labor market mean for maximum salary, total cash, and total compensation.

SECTION VII – 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 4** displays the comparability for each survey classification out of 13 responding survey agencies. It should be noted that those classifications with fewer than three matches are reported as insufficient data. With respect to the non-aviation survey agencies, for the operations and maintenance classifications, the matches were viewed broadly. While the non-aviation survey agencies do not have classifications that perform operations and maintenance related to runways and related facilities, they do have classifications that require similar skill sets.

| TABLE 4 COMPARABILITY | |
|---|------------------------------|
| Survey Classifications | Number of Comparable Matches |
| Administrative Clerk | 10 |
| Aviation and Community Services Manager | 2* |
| Aviation and Community Services Program Coordinator-Environmental | 4 |
| Aviation and Community Services Program Coordinator-Safety | 2* |
| Director of Airport Operations and Maintenance | 11 |
| Director of Aviation and Community Services | 3 |
| Director of Finance and Administration | 12 |
| District Clerk | 6 |
| General Manager | 13 |
| Operations and Maintenance Supervisor | 10 |
| Operations and Maintenance Worker II | 12 |
| Operations and Maintenance Worker III | 12 |
| Pilot and Passenger Outreach Coordinator | 0* |
| Public Relations Manager | 5 |
| Staff Accountant | 9 |

*Fewer than 3 comparable classes resulting in insufficient data

SALARY SURVEY RESULTS

The data has been organized into a number of tables that summarize the District's relationship to the labor market for each class. The detailed compensation survey data sheets are presented in **Appendix B** of this report. **Table 5** summarizes, for each classification, how the District's salaries compare to the labor market. The following data is presented:

- Title of the District's classification.
- The District's current maximum salary (Step 7 for those on a step range and maximum

for those on an open range).

- The labor market mean maximum monthly salary.
- Percentage the District's maximum or Step 7 is above or below the mean of the labor market.

| Survey Classification | TTAD Max Salary/Step 7 | Labor Market Mean Maximum Salary | % TTAD is Above or Below Labor Market Mean for Maximum Salary |
|---|-------------------------------|---|--|
| Administrative Clerk | \$3,970 | \$4,580 | -15.36% |
| Aviation and Community Services Manager | \$6,337 | Insuff Data | --- |
| Aviation and Community Services Program Coordinator-Environmental | \$5,322 | \$5,739 | -7.83% |
| Aviation and Community Services Program Coordinator-Safety | \$5,322 | Insuff Data | --- |
| Director of Airport Operations and Maintenance | \$9,647 | \$10,046 | -4.13% |
| Director of Aviation and Community Services | \$9,344 | \$10,023 | -7.27% |
| Director of Finance and Administration | \$9,344 | \$12,169 | -30.23% |
| District Clerk | \$4,646 | \$6,034 | -29.88% |
| General Manager | \$12,868 | \$16,349 | -27.05% |
| Operations and Maintenance Supervisor | \$6,337 | \$7,052 | -11.28% |
| Operations and Maintenance Worker II | \$4,308 | \$5,352 | -24.24% |
| Operations and Maintenance Worker III | \$4,984 | \$5,878 | -17.93% |
| Pilot and Passenger Outreach Coordinator | \$5,998 | Insuff Data | --- |
| Public Relations Manager | \$6,337 | \$6,401 | -1.02% |
| Staff Accountant | Market Check ¹ | \$6,102 | Market Check ¹ |

¹This is a newly created classification; therefore, there is not a current salary range to compare to the market. The compensation data will assist in setting a salary for the classification.

TOTAL CASH SURVEY RESULTS

Total cash represents the maximum salary, plus longevity pay at Year 10, the employee's share of retirement paid by the agency, the employer's contribution towards deferred compensation, and certification pay. **Table 6** displays, for each classification, how the District compares to the labor market with respect to total cash for new CalPERS Classic employees. The following data is presented:

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

| Survey Classification | TTAD Total Cash | Labor Market Mean Total Cash | % TTAD is Above or Below Labor Market Mean for Total Cash |
|---|------------------------|-------------------------------------|--|
| Administrative Clerk | \$3,970 | \$4,818 | -21.36% |
| Aviation and Community Services Manager | \$6,337 | Insuff Data | --- |
| Aviation and Community Services Program Coordinator-Environmental | \$5,322 | \$6,011 | -12.95% |
| Aviation and Community Services Program Coordinator-Safety | \$5,322 | Insuff Data | --- |
| Director of Airport Operations and Maintenance | \$9,647 | \$10,534 | -9.19% |
| Director of Aviation and Community Services | \$9,344 | \$10,647 | -13.95% |
| Director of Finance and Administration | \$9,344 | \$12,780 | -36.78% |
| District Clerk | \$4,646 | \$6,290 | -35.39% |
| General Manager | \$12,868 | \$17,195 | -33.62% |
| Operations and Maintenance Supervisor | \$6,337 | \$7,365 | -16.23% |
| Operations and Maintenance Worker II | \$4,308 | \$5,654 | -31.26% |
| Operations and Maintenance Worker III | \$4,984 | \$6,199 | -24.38% |
| Pilot and Passenger Outreach Coordinator | \$5,998 | Insuff Data | --- |

| TABLE 6 SUMMARY OF TOTAL CASH | | | |
|----------------------------------|-----------------|------------------------------|---|
| Survey Classification | TTAD Total Cash | Labor Market Mean Total Cash | % TTAD is Above or Below Labor Market Mean for Total Cash |
| Public Relations Manager | \$6,337 | \$6,494 | -2.48% |
| Staff Accountant | Market Check | \$6,355 | Market Check |

TOTAL COMPENSATION SURVEY RESULTS

Total compensation represents the total cash elements, plus the agency's contribution towards cafeteria, health, dental, vision, life and long term disability insurance, the agency's contribution towards retiree health savings account, social security, less the employer's share of retirement paid by the employee. **Table 7** displays, for each classification, how the District compares to the labor market with respect to total compensation for new CalPERS Classic employees. The following data is presented:

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

| TABLE 7 SUMMARY OF TOTAL COMPENSATION | | | |
|---|-------------------------|--------------------------------------|---|
| Survey Classification | TTAD Total Compensation | Labor Market Mean Total Compensation | % TTAD is Above or Below Labor Market Mean for Total Compensation |
| Administrative Clerk | \$6,127 | \$6,932 | -13.15% |
| Aviation and Community Services Manager | \$8,528 | Insuff Data | --- |
| Aviation and Community Services Program Coordinator-Environmental | \$7,499 | \$8,013 | -6.85% |
| Aviation and Community Services Program Coordinator-Safety | \$7,499 | Insuff Data | --- |
| Director of Airport Operations and Maintenance | \$11,887 | \$12,887 | -8.42% |

| TABLE 7 SUMMARY OF TOTAL COMPENSATION | | | |
|--|--------------------------------|---|--|
| Survey Classification | TTAD Total Compensation | Labor Market Mean Total Compensation | % TTAD is Above or Below Labor Market Mean for Total Compensation |
| Director of Aviation and Community Services | \$11,578 | \$12,608 | -8.89% |
| Director of Finance and Administration | \$11,578 | \$15,264 | -31.83% |
| District Clerk | \$6,813 | \$8,435 | -23.82% |
| General Manager | \$15,154 | \$19,700 | -29.99% |
| Operations and Maintenance Supervisor | \$8,528 | \$9,630 | -12.92% |
| Operations and Maintenance Worker II | \$6,470 | \$7,750 | -19.79% |
| Operations and Maintenance Worker III | \$7,156 | \$8,313 | -16.18% |
| Pilot and Passenger Outreach Coordinator | \$8,185 | Insuff Data | --- |
| Public Relations Manager | \$8,528 | \$8,246 | 3.30% |
| Staff Accountant | Market Check | \$8,260 | Market Check |

RELATIONSHIP TO THE MARKET

On average, the District is 16.02% below the labor market mean for maximum salary; 21.60% below the labor market mean for total cash; and 15.32% below market mean for total compensation.

MISCELLANEOUS BENEFIT DATA

Appendix C presents the miscellaneous benefit data that was collected including cost of living, retirement practices, vehicle allowance, education/certification pay, retiree health benefits, pay plan information, and paid leave.

COST OF LIVING INCREASE- APPENDIX C – TABLE 1

The District last awarded a 1.6% cost of living increase in October 2016. The District considers future cost of living increases annually as part of the District's annual Budget.

With respect to the responding survey agencies, eight have an increase scheduled for 2017 with the amounts ranging from 0% to 3% as most based their increase on the Consumer Price Index as

well. Four agencies do not provide cost of living increases and one does not have an increase scheduled.

RETIREMENT PRACTICES – APPENDIX C – TABLE 2

With respect to retirement practices, the District has a CalPERS retirement plan with a benefit of 2% @ 60 and formula of Highest Three Years for Classic members. 11 staff are on the tier one plan (2.7% @ 55), 2 are on the tier 2 plan (2% @ 60) and 9 are on the Public Employees' Pension Reform Act plan (2% @ 62 plan).

With respect to the responding survey agencies, nine are participate in CalPERS, one is in Nevada PERS, two have a defined contribution plan, and one does not offer retirement.

With respect to the retirement benefit, for those in a defined benefit plan, two have a benefit of 2% @ 55; six have a benefit of 2.7% @ 55; one has a benefit of 2.5% @ 55; and one has a benefit of 2.25% for each year of service with the eligible age of retirement being based on years of service. Three have a formula of Single Highest Year and seven have a formula of Highest Three Years.

VEHICLE ALLOWANCE – APPENDIX C - TABLE 3

The District provides \$500 a month to the General Manager for a vehicle allowance. Of the responding agencies, eight also provide a vehicle allowance ranging from \$267 to \$827, depending on classification as four of the agencies provide a vehicle allowance to the Chief Executive Officer as well as other management staff.

EDUCATION/CERTIFICATION AND EDUCATION REIMBURSEMENT – APPENDIX C - TABLE 4

The District provides education and/or certification pay in very limited situations; however, the District does provide \$3,000 per year in education reimbursement. Four of the responding agencies provide education and/or certification pay; however, they are the utility districts and this is a common practice within that industry. Seven of the responding agencies provide education reimbursement ranging from \$800 per year to \$5,250 per year. Five of the responding agencies reported that they do not have a set maximum for education reimbursement as it is at the General Manager's discretion.

RETIREE MEDICAL BENEFITS – APPENDIX C – TABLE 5

The District does not contribute to a Retiree Health Savings Account or to retirement health benefits.

One of the responding agencies contributes to a Retiree Health Savings Account for department heads in the amount of 1%. Eight of the responding agencies provide retiree health benefits. Four contribute the PEMHCA minimum, two contribute a flat amount with the maximum being \$1,796 for family, and two provide up to 100% based on years of service.

PAY PLAN INFORMATION – APPENDIX C – TABLE 6

It was requested that the consultant collect information from the survey agencies regarding their pay plan administration regarding cost of living increases and merit increases. When the District awards cost of living increases, both the range and the individual salary of employees are increased. With respect to merit increases, employees are provided, on average, the opportunity for an additional 1% to 3% increase based on performance. Additionally, the District has an additional step, for those on the step system that is for exceptional performance.

Of those that offer cost of living increases, four of the responding agencies only increase the range but not the salary of employees. Three of the agencies that provide cost of living increases move both the range as well as individual salaries when the increase is awarded. 11 of the responding agencies also increase salaries based on performance with two of the agencies having automatic increases. Additionally, four agencies have a salary range system similar to the District whereby they have a control point which is the point that most employees can achieve with a maximum at a point above the control point for exceptional performance.

MANAGEMENT LEAVE BENEFITS – APPENDIX C – TABLE 7

The District’s vacation accrual for management classes is 160 hours at year 1; 200 hours at year 5; 216 hours at year 10; 240 hours at year 15; and 240 hours at year 20. The District offers management 12 days of sick leave per year with an unlimited accrual and 11 holidays. The District does not offer administrative or management leave since management positions are provided with more vacation than non-management classes.

The labor market average with respect to vacation is 125 hours at year 1; 145 hours at year 5; 170 hours at year 10; 186 hours at year 15; and 191 hours at year 20. With respect to sick leave, nine provide 12 days with eight having an unlimited accrual. The labor market average for holidays is 12 with two agencies combining the holidays with vacation. Four agencies provide administrative/management leave ranging from 40 hours to 80 hours.

MISCELLANEOUS LEAVE BENEFITS – APPENDIX C – TABLE 8

The District’s vacation accrual for miscellaneous classes is 80 hours at year 1; 120 hours at year 5; 136 hours at year 10; 160 hours at year 15; and 160 hours at year 20. The District offers

management 12 days of sick leave per year with an unlimited accrual, 11 holidays, and no administrative or management leave.

The labor market average with respect to vacation is 98 hours at year 1; 119 hours at year 5; 149 hours at year 10; 174 hours at year 15; and 180 hours at year 20. With respect to sick leave, nine provide 12 days with seven having an unlimited accrual. The labor market average for holidays is 12 with two agencies combining the holidays with vacation. None of the agencies provide administrative/management leave.

SECTION VIII – SALARY SETTING METHODOLOGY

This section of the report presents the salary setting methodology and salary recommendation guidelines for District classes.

SALARY SETTING METHODOLOGY

In setting salaries for the District, Bryce Consulting has applied consistent compensation principles and practices typically utilized in the public sector as outlined below:

1. The mean maximum labor market salary adjusted for benefits is used to set the maximum for those on an open range and step 7 for those on a step system for the District's benchmark classification salary. The methodology utilized by Bryce ensures that the District's benefits are fully considered with the recommended salaries and identifies what the maximum of the range would need to be when combined with the current benefits to be equal to the labor market mean for total compensation.
2. 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.
 - A minimum of 15% between first line supervisor and highest level supervised.

As a practical matter, there could be occasions when market data will skew internal alignments. In those cases internal alignments may take precedence over market data.

SALARY RECOMMENDATIONS

Using the above methodology, Bryce Consulting prepared salary recommendations for all District classes. The recommended salary plan has been included in **Appendix D** with a proposed salary scheduled in **Appendix E**.

APPENDIX A
ALLOCATION LIST

APPENDIX B
DETAILED DATASHEETS

APPENDIX C
MISCELLANEOUS BENEFIT DATA

APPENDIX D
SALARY RECOMMENDATIONS

APPENDIX E
PROPOSED SALARY SCHEDULE