



Service, Quality, Community

**BOARD OF WATER AND POWER COMMISSIONERS
SPECIAL MEETING AGENDA
October 16, 2018
9:00 AM**

**CITY OF BIG BEAR LAKE,
DEPARTMENT OF WATER AND POWER
41972 GARSTIN DRIVE
BIG BEAR LAKE, CALIFORNIA 92315
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BOARD MEMBERS

Don Smith, Chair
Bob Tarras, Vice-Chair
Craig Hjorth, Treasurer
Alan Lee, Commissioner
Barbara Willey, Commissioner

OPEN SESSION

CALL MEETING TO ORDER

PLEDGE OF ALLEGIANCE

PUBLIC FORUM

The public may address the Board by completing a speaker card. All remarks shall be addressed to the Board as a body only. There is a three minute maximum time limit when addressing the Board. Please note that California law prohibits the Board from taking action on any item not appearing on the agenda.

1. DISCUSSION/ACTION ITEMS

1.1 Staffing Workshop

Board to review documentation and information regarding staffing needs of the DWP.

2. CLOSED SESSION

The DWP may adjourn to a closed session to consider litigation matters, personnel matters, or other matters as provided in the Ralph M. Brown Act (Section 54950, et seq., of the Government Code).

2.1 Closed Session Pursuant to Section 54957

Public Employee Performance Evaluation

Title: General Manager

ADJOURNMENT

I hereby certify under penalty of perjury, under the laws of the State of California that the foregoing agenda was posted in accordance with the applicable legal requirements. Dated this 12th day of October, 2018.

A handwritten signature in black ink, appearing to read "Sierra Orr", is written over a horizontal line.

Sierra Orr, Acting Secretary to the Board of Commissioners
DWP Board of Commissioners

AGENDA REPORT



Service, Quality, Community

DATE: October 16, 2018

TO: Board of Commissioners

FROM: Reginald A. Lamson, General Manager

PREPARED BY: Rachel Franklin, Human Resources / Risk Management

RE: **Staffing Workshop**

Background

On September 7, 2018, the USDA \$15 million Request for Obligation of Funds form was signed and submitted by DWP. These funds will be used to design and construct 13-15 miles of DWP replacement pipelines during a four year construction period. These new pipelines will reduce water loss associated with leaks, improve fire protection, improve roadway pavement conditions, and improve water quality.

To complete this significant construction project during a four year period will require significant consultant, contractor, and DWP staff resources. The on-going construction projects related to previously acquired loans and grants and the meter replacement project have already stretched the DWP's staffing resources and many tasks are being deferred. In order to complete DWP's existing work load more efficiently and complete the USDA funded pipeline replacement project in the most cost effective manner, DWP management team has determine that an additional Utility Technician I position and a new Financial Analyst position are warranted.

The USDA Pipeline Replacement Project provides DWP the opportunity to begin replacing undersized and deteriorating pipelines during the summer of 2019, instead of having to wait until the 1996 Bond is paid off, in the summer of 2022. Once the Bond is paid off, DWP will have about \$3 million per year from rates to be used for capital improvements. DWP has 180-miles of pipelines within its system, so if you replace 3-miles per year (\$3M/year), it will take 60 years to replace the whole system. Of course we also have to maintain and replace reservoirs, wells, and pumping plants, so there will be more than pipeline capital improvement projects for the foreseeable future. The workload generated by the USDA Pipeline Replacement Project will not decrease when the project is complete in four years. The DWP will have the necessary financial resources to make prudent capital replacements on an ongoing basis once this project is complete, but needs the personnel resources to make them happen.

On September 25, 2018, staff requested the Board review and discuss staffing needs to ease workloads within currently strained departments, maintain on-going project completion progress, and successfully sustain existing workloads while providing staffing resources to complete the USDA Pipeline Replacement Project and complete important tasks that are currently being deferred. The Board tabled the request for additional staffing and requested additional information regarding the two proposed positions:

Utility Technician:

- Describe current deferred tasks within the Field Departments along with anticipated future tasks and projects.
- Describe workload within the Meter Department and the Transmission & Distribution (T&D) Department to assess the possibility of rotating personnel between the Departments.

Financial Analyst:

- Describe current deferred tasks within the Administrative Department along with anticipated future tasks and projects.
- Cost and benefit analysis of a full-time benefited position compared to hiring an hourly consultant.
- Describe salary assessment and information researched that staff used to determine the recommendation salary schedule.

Current Workload

Field Crew Tasks

The DWP field crew's current maintenance type tasks include: daily customer leak detection identification and resolution (follow up meetings with customers), meter reading, verify locked off metered services, installing new services, responding to customer complaints, repairing or replacing meters with radio read meters, trouble shooting, door tags, turning on and off services, meter box maintenance, snow removal, weed abatement, well abandonments, well pumping unit replacements, PRV maintenance, production facilities operations and maintenance, main and service leak repairs, and intermittent valve, air valve and hydrant maintenance.

Staff continues to implement the 5-year Capital Improvement Plan that was adopted in 2014 and obtain funding and begin planning for the 2018 5-year Capital Improvement Plan that includes:

Current Capital Projects

Small Scale Automation Project:

Production staff began work on the first phase of the Small Scale Automation Project. Production staff and contractors are modifying five of DWP's older well and booster pumping plants. These plants are receiving variable frequency drive (VFD) starting equipment and telemetry equipment. These modifications will allow staff to operate these facilities more efficiently and monitor them remotely. Staff is also installing twenty radio read meters at the well facilities, which will provided more accurate production data and real-time flow measurements to compare with customer usage to more accurately compute water loss for State reporting.

Sawmill Well Pumping Plant:

Staff and WSC completed the contract documents for the Sawmill Well Pumping Plant. On July 24, 2018, the Board awarded the construction contract to Tennyson Pipeline Company. Staff and WSC are reviewing the submittals and the pre-construction meeting was conducted on October 1, 2018. Construction is scheduled to begin in October and the well plant should be operational by the end of summer 2019. Once operational, this plant will be DWP's second largest producer at 350 GPM.

SEDARU Implementation:

ID Modeling and staff continue to implement the SEDARU software package. The atlas book data continues to be adjusted as discrepancies are discovered by field crews. All iPads have been purchased and all field crews and office staff are utilizing the SEDARU software. DWP continues to use our GPS surveying device to locate meter boxes, valves, and other DWP facilities (to within about a ½-inch). This data will be added to the SEDARU information and then used to locate facilities when they are covered with snow, dirt, or pavement. Additional SEDARU field forms have also been completed.

Radio Read Meter Installation Project:

In the fall of 2014, DWP began implementation of the Radio Read Meter Installation Project. Over 12,000 meters have been installed since the start of the project resulting in approximately 3,000 meters installed annually. Staff has spent a total of 4,111 hours (Exhibit A) from July 2017-July 2018 on radio read meter installations with the Meter Department personnel attributing 2,264 of those hours (about half), or the equivalent of 1.09 Full Time Employee (FTE).

The Radio Read Meter Installation Project has substantially, but positively, increased DWP's customer service related tasks. Between September 2017 and August 2018, 1,391 customers were notified of leaks that were identified by the radio read system. The increase in water leak detection has provided customers with early notifications to significantly decrease the water loss and costs associated with leaks. Staff estimates that our customer usage was reduced by about 30,000,000 gallons during fiscal year 2017-2018, which is attributed to early leak detection. DWP Staff spent a total of 1,562 hours (Exhibit B) from July 2017-July 2018 monitoring and providing customer service involving radio read leaks. This is the equivalent of 0.75 FTE. The leak detection related staff time will increase approximately 25%, once the Radio Read Meter Installation Project is completed.

2019-2022 Capital Projects

Groundwater Sustainability Plan:

The BVBGSA and consultants will prepare the Groundwater Sustainability Plan (GSP) for the Bear Valley Basin (BVB) over the next two years. DWP pumps about 2/3 of the drinking water from the BVB and therefore, we will be a significant participant in the preparation of the GSP. Also, DWP receiving the \$782,298 Sawmill Well Pumping Plant grant from DWR is contingent upon the BVBGSA completing the GSP. So DWP will make sure the GSP is completed in a timely fashion.

Division Well Field Solar Project:

The Division Well Field Solar project will be designed and constructed over the next six to eight months. DWP staff will work with the consultant during design, provide construction observation services, locate existing facilities, and oversee construction. This project will reduce DWP's Bear Valley Electric bill by about \$135,000 per year.

Reservoir Rehabilitation Project:

The Reservoir Rehabilitation Project will begin in the next few months. Staff and a consultant will inspect DWP's fifteen steel reservoirs and evaluate their current condition. The consultant will recommend the priority and method needed to rehabilitate each reservoir. The consultant will prepare specifications and provide coating inspection services for each reservoir. This is a multi-year project that will be implemented similar to the schedule developed by the consultant after the reservoirs have been evaluated.

Small Scale Automation Project, Phase II:

The second phase of the Small Scale Automation Project will be implemented over the next two years. Production staff and contractors will modify four of DWP's older well pumping plants. These plants are receiving variable frequency drive (VFD) starting equipment and telemetry equipment. These modifications will allow staff to operate these facilities more efficiently and monitor them remotely. Staff is also installing nine radio read meters at the well facilities, which will provide more accurate production data and real-time flow measurements to compare with customer usage to more accurately compute water loss for State reporting. This phase of the project will also replace the Main Base SCADA Server, which will allow DWP staff to collect the field data quicker with more accuracy, improved screen graphics and enhanced reporting capabilities.

USDA Pipeline Replacement Project:

The USDA Pipeline Replacement Project will replace 13 to 15 miles of pipelines over the next four years. About two miles of pipeline segments will be designed and constructed the first year, and three to four miles of pipeline segments per year will be designed and constructed the following three years. The project will result in a significant increase in DWP's staff workload. During pipeline design, DWP staff will assist the consultant with existing facility information, field verification of facilities (potholing), and contract document review. During construction, DWP staff will assist with contract administration, submittal review, construction observation and construction assistance with the numerous pipeline connections related to a pipeline replacement project. On past construction projects, DWP staff's assistance has resulted in a significant reduction in consultant construction management costs and has minimized or eliminated construction change order increases.

Delayed and Deferred Field Work

Water Valve Maintenance:

Ideally, water valves should be maintained once a year. Realistically, DWP should have a once every three year program. Unfortunately, many of DWP's valves have not been maintained in the last five years. Valve maintenance includes locating the valve, cleaning/repairing the valve to ensure easy access to the valve operator, and operate the valve (fully close to fully open), which lubricates the seals on the valve to maintain easy operation. Having a comprehensive valve maintenance program will increase staff's ability to locate and operate valves during an emergency. Recently, a 4-inch main (which is a lateral off of the only pipeline that serves the Erwin Lake service area) was broken by a backhoe. Field crews were not able to locate the 4-inch isolation valve and the leak was too significant to safely repair it while it was flowing, so the only option was to turn off the water service to DWP's entire Erwin Lake service area. The next day, after the puddles had dried up, the field crews located the buried 4-inch isolation valve and installed a new valve can. If this valve was properly maintained, then the Erwin Lake outage would have been avoided. A dedicated valve maintenance crew can maintain 50 to 100 valve installations per day. DWP has 5,000 valve installations in its system.

Hydrant Maintenance:

Hydrants should be maintained once every three years. Hydrant maintenance includes, clearing the area around the hydrant of brush, rocks, and soil, cleaning and painting (as needed), and operating (fully open to fully close) and maintenance of the snow locating post. Proper hydrant maintenance allows for easy location and operation of the hydrant

by emergency personnel. Also, a well documented hydrant maintenance program can improve the areas ISO rating, which lowers insurance rates for our rate payers. DWP has 1,665 hydrants in its system.

Hydrant testing:

A hydrant test measures the flow capacity of a hydrant. Hydrant tests can be used to verify the accuracy of a water system's hydraulic model and are often performed to assist fire sprinkler engineers in designing commercial and residential fire sprinkler systems. If a hydrant's flow capacity significantly drops or is significantly below what the hydraulic model predicts, then this may be an indication that a system valve has been inadvertently closed.

Meter Box Maintenance:

Meter boxes should be maintained once or twice per year. Meter box maintenance includes clearing the area around the box of brush, rocks, soil, and anything else a customer may place on the box, repairing or replacing the meter box (improving public safety), removing soil (sometimes bee hives) from the inside of the meter box, maintaining the meter and radio, and setting the frost mat to prevent the meter and service from freezing. Recently, staff was looking for a meter installation that had been upgraded to a radio read meter about three years ago. A willow tree had grown out of the box, damaging the box and hiding the meter. DWP has about 16,000 meter installations in its system.

Air-Valve Maintenance:

Air-Valves should be maintained once a year. Air-Valve maintenance includes clearing the area around the air-valve installation of brush, rocks, and soil, flushing the air-valve body, replacing the seat material if the air-valve is leaking, repairing or replacing the air-valve box, and removing soil from the inside of the air-valve box. Air-Valves prevent the water system from developing "air-locks" at high points in the water system and significantly reduce the intensity and frequency of water surges in the water system. Water surges reduce the useful life of plastic water mains and services. DWP has 150 air-valves in its system.

Yard and Offsite Building Maintenance:

This maintenance includes weed abatement, painting, snow removal, maintenance of drainage facilities and organization of materials and equipment. Properly maintained facilities allow staff to operate safely and efficiently.

Main flushing:

Main flushing should be performed every one to three years depending on the water system configuration. Mains are flushed to remove sediments and stagnant water from the mains. Dead-end mains with limited usage are most susceptible to water quality issues related to sediments and stagnant water. Also, a main flushing program reduces the potential of dirty water complaints related to high pipeline flow velocity that is associated with flowing a hydrant or a large leak. DWP has 360 dead-ends in its system.

Training:

Currently, most field staff obtain the minimum amount of training hours to maintain their water certificates. Additional training would reduce risk, ensure employees are current on water regulations, provide them with new knowledge to better position them for

advancement within the agency, and enhance interagency interactions at these training facilities, which allows staff to exchange ideas with other agencies. Enhanced safety training for working around heavy equipment or 480V electrical equipment would also be beneficial.

SEDARU Implementation:

Once fully implemented, SEDARU will allow any staff member the ability to “click” on any asset (valve, hydrant, pipeline, etc.) and know everything about it, when it was installed, when it was maintained, what size it is, where it is and more. For valves and meter boxes the “where” component is very important for field crews to be able to locate the asset efficiently if it is covered by snow, dirt, or pavement. Staff has begun locating valves and meter boxes with our GPS survey equipment. On average, staff locates 20 to 30 assets per day, when they have time to survey. DWP has 21,000 meter boxes and valves in its system. Also, SEDARU provides water loss quantities for a leak repair event, which will assist with State reporting.

Workload Analysis

Meter Department:

The Meter Department currently performs the following daily tasks: customer leak detection identification and resolution, follow up meetings with customers (885 hours per year, estimated 1,200 hours per year when fully implemented), meter reading and verification, verify locked off metered services, radio read meter maintenance and replacement, responding to customer complaints, trouble shooting, door tags, turning on services, turning off services, meter box maintenance, and snow removal.

The Meter Department is assisting with the following capital projects: Radio Read Meter Installation Project (2,264 hours last year), Small Scale Automation Project, and SEDARU Implementation (surveying meter boxes and valves).

The Meter Department will assist with the following 2019-2022 capital projects: Radio Read Meter Installation Project (approximately 18 months remaining), Small Scale Automation Project Phase 2, and SEDARU Implementation (surveying meter boxes and valves).

The Meter Department has the following delayed task and projects: Meter Box Maintenance and SEDARU Implementation. Only minor work is currently being completed with both of these items.

In about 18-months, the Radio Read Meter Installation Project will be complete and a meter technician could be reassigned to the T&D Department and assist with the capital projects and deferred task that the T&D Department is responsible for. If this option is chosen, then Meter Box Maintenance and SEDARU Implementation would be significantly impacted. A second option is to reassign a meter technician to the T&D now and take longer to complete the Radio Read Meter Installation Project. The Meter Department provides approximately half of the annual labor (1 FTE) for the Radio Read Meter Installation Project. Reassigning a meter technician (1 FTE) to the T&D department would double the time required to complete the Radio Read Meter Installation Project. The Radio Read Meter Installation Project significantly impacts the workload of office staff and extending this additional work load from 18-months to 36-months would impact the office personnel’s ability to complete the additional workload that the future capital improvement projects will generate.

Reviewing the workload and the two options above, staff recommends that we maintain current staffing levels in the Meter Department, so that the Radio Read Meter Installation

Project gets completed in 18-months and Meter Box Maintenance and SEDARU Implementation can be completed.

T&D Department:

The T&D Department currently performs the following daily tasks: main and service leak repairs, pavement repair, intermittent valve, air valve, and hydrant maintenance, meter box replacement, retaining walls for hydrants and meter boxes, well abandonments, vactoring meter boxes, weed abatement, and snow removal.

The T&D Department is assisting with the following capital projects: Radio Read Meter Installation Project (1,661 hours last year), Small Scale Automation Project, Sawmill Well Pumping Plant, and SEDARU Implementation.

The T&D Department will assist with the following 2019-2022 capital projects: USDA Pipeline Replacement Project, Radio Read Meter Installation Project (approximately 18 months remaining), Small Scale Automation Project Phase 2, SEDARU Implementation, Division Well Field Solar project, and Reservoir Rehabilitation Project.

The T&D Department has the following delayed or deferred tasks: Valve Maintenance, Hydrant Maintenance, Hydrant testing, Air-Valve Maintenance, Yard and Offsite Building Maintenance, Main flushing, Training, and SEDARU Implementation.

The USDA Pipeline Replacement Project will significantly impact the T&D Department for the next four years. After that, we plan on continuing to replace 3-4 miles of pipeline for the foreseeable future. This new work load will not go away after four years. Also, the Valve Maintenance, Hydrant Maintenance, and Air-Valve Maintenance can affect public health and safety, operational efficiencies, and PVC pipeline material useful life if they continue to be deferred. In addition, the safety of our crews is diminished when working a two-man crew rather than a three man crew. With a three man crew one can be in a box or trench, one can be operating machinery and one can be a spotter or safety lookout, ensuring that DWP staff and the public are not put in a dangerous position. Staff recommends that the Board consider an additional Utility Technician I be added to the T&D Department during the regular board meeting on October 23, 2018.

Administrative Department Workload

Asset Accounting History

From 1989 through June 30, 2011, the DWP spent approximately \$44,830,000 for infrastructure improvements, averaging \$1.9 million per year. Since June 30, 2011, the DWP has invested an additional \$24,197,000 in infrastructure improvements, averaging \$3.5 million per year. The USDA Pipeline Replacement Project, along with the planned capital improvement projects will exceed \$20 million over the next four years or \$5 million per year. Also, During FY2021/22, the DWP will pay off the 1996 Bond and our annual capital improvement budget will increase to \$3 million per year going forward. This aggressive capital improvement plan will result in much needed water system improvements and drive a significant increase in DWP office staff work load.

Prior to FY2011/12, accounting functions were performed by the City. Most asset values were developed in response to GASB Statement No. 34 and as a result lacked supporting detail. In 2014, the DWP developed a comprehensive asset database using the newly developed Atlas Map database and other resources. The asset database was maintained in Excel and updated annually in time to meet audit deadlines. This work was performed by the Accounting Supervisor and the CFO primarily after regular business hours.

Also in 2014, the DWP embarked upon its radio read meter replacement program. Meter replacements have averaged 250 units per month since the inception of the program. Each meter transaction requires costing of the materials and associated labor for the meter, endpoint (Radio) and accessories, along with accounting for the disposal of the old meter.

In response to internal control recommendations expressed by the auditors, in 2018 the DWP converted the asset tracking system from Excel to an asset account program known as Real Asset 4000. Currently, this workload is not being accomplished during regular business hours because it demands a level of concentration and attention to detail that is not possible for the CFO or Accounting Supervisor during regular working hours due to supervisory and departmental planning duties.

Asset Accounting Going Forward

Using revenue from rates and capacity charges, as well as grant and loan funding discussed below, the DWP plans to accomplish approximately \$20 million in improvements over the next four years, averaging \$5 million per year. This includes approximately 3,600 meter exchanges, design and replacement of 13-15 miles of pipeline, construction of the Sawmill Well Pumping Plant, design and construction of the Division Well Field Solar Power Plant, and design and construction of facilities improvements at the Garstin site, as well as other projects.

Grant and Loan Administration

The DWP currently has four open grants with the United States Bureau of Reclamation (USBR) for infrastructure upgrades, additions and planning documents. Most of the USBR grants require semi-annual progress reports. The DWP has a Prop1 Grant that will fund construction of the Sawmill Well Pumping Plant. The Prop 1 grant requires quarterly reporting and the reporting requirements extend beyond the completion of the project. The DWP successfully obtained a low-interest loan from the California Energy Commission to finance a substantial portion of the Division Well Field Solar Power Plant. This loan also requires periodic reporting. And finally, the DWP recently executed a letter of conditions with the United States Department of Agriculture related to \$15 million in funding for pipeline replacement projects. DWP staff has applied for one additional United States Bureau of Reclamation grant and the result of that application is pending. Federally and State funded projects require an additional level of financial analysis and require periodic reports to the awarding agency, during project construction and after project completion for the duration of the loan. This funding also requires additional audit schedules to be completed.

Software Conversion – Accounting and Customer Information

Windows 7 support will sunset in January 2020. The DWP's accounting and customer information systems are currently dependent upon Windows 7 and are not compatible with Windows 10. While we have begun investigating alternatives, we need to prepare and post a Request for Proposal for new accounting and billing software. Our objective is to run parallel systems and cut over to the new program(s) July 1, 2019. This is a very aggressive timeline, especially considering any application will need to be thoroughly vetted prior to being selected for recommendation to the Board. Compiling and reviewing the database for conversion to the new accounting and billing software will be time-intensive and tedious work. This implementation will require intensive work for customer service staff who are currently tasked with assistance in data collection and reporting.

BVBGSA/Replenish Big Bear

The Bear Valley Basin Groundwater Sustainability Agency (BVBGSA) is expected to be primarily a pass-through entity for grant funds and cost sharing related to the Replenish Big Bear Project and the Groundwater Sustainability Plan (GSP). The GSP will be a support component

for future grant and loan applications for the DWP and the BVBGSA. While this accounting is not complex; it is a new task that needs to be addressed by DWP staff. With multiple layers of Proposition 1 grant reporting requirements involving monthly invoicing, quarterly reporting, and detailed audit requirements requested by the State; these tasks require time and will increase work load in the department. BVBGSA and the Replenish Big Bear Project are evolving and currently there are many meetings for planning and coordination between the four member agencies.

Data Demands

Unfunded new regulations and funding awards have generated an increase in demand for customer-related data. Most of this work is being accomplished by Sr. CSR Di Eichenlaub; however in doing so, she is pulled out of the rotation for other customer service duties which increase the work that must be absorbed by the other CSRs or deferred. The implementation of new utility billing and customer information software will also cause an additional strain on customer service representatives.

Delayed or Deferred Administrative/Office Work

The following tasks have been delayed or deferred due to re-prioritization:

Request for Proposal – Capacity Charge and Meter Installation Cost of Service Analysis:

The last capacity charge study was completed in 2009. Since 2009, the DWP's water system has changed substantially as a result of infrastructure improvements. Best practices as outlined in the AWWA M-1 Manual suggest re-evaluating capacity charges (system development fees) every three to five years. The DWP is approaching 10 years for the re-evaluation. We believe a meter installation costs analysis was completed around 2007 by DWP staff. The radio read meter program has changed the cost dynamics of the installation service; however, until recently we had insufficient data points for new connections to evaluate standard costs. To expedite the meter installation cost evaluation staff intends to include that as a component of the contract for the capacity charge study. The consequence of deferring these two analyses is an under collection of revenue.

Investigate alternative investment options (California Asset Management Program "CAMP"):

The Investment Committee requested that staff evaluate transitioning surplus cash from LAIF to CAMP to realize greater returns on investment. While this analysis itself would be a relatively simple undertaking, other priorities, such as grant reporting, have resulted in continued deferral of this analysis. The consequence of this deferral is a loss of potential returns.

New asset accounting data compilation and processing/procedures:

The conversion of asset data from excel to Real Asset 4000 was extremely tedious and time consuming. Maintaining and inputting current activity for meter replacements, disposals, new connections, other asset acquisitions, and the transfer of assets have not been updated since June 30, 2018. Procedures need to be established for tracking the activity. Additionally, this work requires research and reconciliation and uninterrupted time to ensure accuracy. The consequences of inaccurate accounting for asset transactions include unfavorable audit findings, understatement or overstatement of assets, inaccurate expense accounting, all of which could be reportable to the DWP's bond-holders depending upon the severity of the findings.

Cross training:

Intra-area cross-training is essential to minimize fluctuations in service quality in the event of scheduled time off, leaves of absence and/or employee turn-over. Due to the current demands and priorities cross-training has been deferred or minimized. The potential consequences range from an increase in the error rates due to limited knowledge of tasks, to internal control exceptions when segregation of duties is compromised, and may result in a diminished level of service to the customers and internal staff.

Financial analysis June 30, 2018:

Financial Analysis provides metrics of operational efficiency, budgetary compliance, and also provides documentation of accomplishments and areas that need greater focus. Due to current demands and priorities, no financial analysis has been completed since March 2018. Without additional support it will be difficult to complete the analysis for FY 2017/18 and create an annual report.

Contract management and administration:

Contract management includes, among other things, tracking milestones embedded in contract terms and notifying the appropriate manager when action may be needed. Among others, one potential consequence of this includes the potential for automatic renewal of a contract that required notice of termination or lapse of a critical service contract. Other components of contract management include ensuring that vendors maintain the required level of insurance pursuant to the contract and verification that vendors have not been debarred from providing goods and services for federally funded projects. Lapses in these areas could transfer financial risk to the DWP or result in unfavorable findings in the annual federal single audit report.

Implementation of a document management system:

The DWP has a shared server for common documents. Document retrieval is challenging because the documents can only be retrieved if there is some knowledge of how the document was named. The Board authorized contracting to implement the Laserfiche electronic document management system. This will be a major architectural undertaking for the Administrative Analyst and Human Resources Analyst. In addition to developing the logic for managing new documents, there will be many years of historical documents that will need to be converted to searchable documents before exporting the Laserfiche archive. The consequence of delaying this implementation is difficulty locating essential information and in some cases, recreating information when the original cannot be located. Greater efficiency is expected when Laserfiche is fully deployed.

Delayed completion of the Hydraulic Model and the Capital Improvement Plan:

The current workload conditions have reduced staff's ability to respond to the consultant's data requests. These delays have significantly impaired the consultant from completing the project in a timely fashion. Once completed, the hydraulic model will enhance SEDARU's capabilities, assist with capital project design and prioritization, help the DWP quantify and control water loss and help to improve the water system's ISO rating.

Legislative analysis:

Staff does not have time and training for tracking and analyzing applicable legislation. For example, when the state proposed a water tax again in May of 2018, staff found out about it at a Transportation Advisory Committee meeting at the Chamber. When the state passed the

Model Water Efficiency Landscape Ordinance (MWELo) in 2015 staff was too busy responding to drought related issues to analyze, interpret and apply the regulations. Without proactive monitoring the DWP misses opportunities to comment on and engage with elected officials about our position. More importantly, we fail to adopt, implement and comply with legislation.

Press releases:

Since the DWP eliminated the position of Contracts & Water Conservation Manager and the drought began in 2015, staff has been tasked with extensive special projects, technical writing, data compilation and reporting. As a result, proactive public information has taken a toll. The Department lacks the time and resources to conduct regular outreach to public service, industry and community groups, submit work for awards, hold trainings, or plan for Department events. The Department has not been able to educate landscapers about MWELo or reach out to realtors about the state retrofit requirement. In 2015 the Department issued 11 press releases, five in 2016, two in 2017 and three thus far in 2018. The Department has not held community garden talks since 2014, participated in the Health Fair since 2013 and participated as a team in the M.S. Walk since 2012. A leak and irrigation repair appreciation program took more than two years to begin due to limitations on time.

Random audits of plumbing retrofits:

The Retrofit on Change of Service program requires either voluntary inspection or self-certification, which is subject to random inspections to ensure compliance. Later audits, changes in ownership and rebates indicate that certifications are sometimes falsified; without random audits these homes fall through the cracks, leaving them out of compliance with state and local law. Due to conservation staff time spent on data collection, analysis and reporting, this has not been complete.

Coordination with the City regarding the implementation of the Model Water Efficient Landscape Ordinance (MWELo):

Implementation of MWELo must be a joint effort between departments of the City. However, the City is relying on the DWP to define roles and responsibilities and to draft a City Ordinance adopting MWELo. As such, the City is potentially out of compliance. Professionals in the industry have repeatedly stressed that this is “the next big thing” that the state’s water agencies are looking to enforce. The National Resources Defense Council is currently pursuing litigation against Cities who have failed to adopt or enforce MWELo, including Murrieta and Pasadena. Pasadena has already settled and settlement negotiations are in process for Murrieta.

Researching costs for open house / water festival:

Staff has had minimal time to research this program. This program will increase public relations and awareness of DWP’s programs.

Implementing rain barrel program:

For the past two years staff has budgeted for rain barrels. While some were finally purchased, staff has yet to find the time to implement a program to train customers on their use and begin distribution. It’s important that consumers know how to use the barrels to avoid mosquitoes, back flow issues and comply with county regulations. Consequently, the rain barrels are still in the yard, unprotected from the elements while customers continue to ask about when we will have a program.

The following are new and on-going State mandated reports that require extensive data collection and analysis:

Item	Starts/Due	Frequency
Water Supply & Demand Assessment	6/1/2019	Annual
Water Shortage Assessment Report	6/1/2019	Annual
Urban Water Management Plan	7/1/2021	Every 5 Years
Drought Risk Assessment	7/1/2021	Every 5 Years
Water Shortage Contingency Plan	7/1/2021	Every 5 Years
Water Loss Audit	10/1/2017	Annual
Supplement to UWMP with Water Demand Management Measures	1/1/2024	Once
Urban Water Use Report	11/1/2023	Annual
Model Water Efficient Landscape Ordinance	1/1/2020	Every 3 Years
Implement Commercial, Institutional, and Industrial Performance Measures	6/30/2022	Continuous
Must achieve urban water use objectives by	1/1/2027	Continuous
Model Water Efficient Landscape Ordinance	1/1/2020	Every 3 Years

Staffing History

In 2010 the authorized staffing level for areas currently overseen by the CFO totaled 10 FTEs. In 2011, when the DWP took over administrative functions from the City, the Board authorized an increase of 0.5 FTE in Customer Service. In 2017, the Board authorized an increase in Conservation/Public Information staff of 0.5 FTE to accommodate compliance with new drought-related regulations, reporting, radio-read meter data analysis, and increased grant applications.

The proposed Financial Analyst position will assist with the added workload associated with the USDA Pipeline Replacement Project and other capital improvement projects, complete much of the asset management workload, and assist with the numerous deferred projects listed above. Please see the attached proposed Financial Analyst job description for a complete description of this proposed position's duties (Exhibit C).

Remote Contractual Employee Analysis

Analysis was done to determine the benefits of hiring a contract remote employee. The department's current work load is extensive. The proposed position's duties are not additional responsibilities that will be supplemental assignments resulting from the future pipeline replacement project, but are ongoing and present tasks for which personnel are currently responsible. The research required to effectively perform capital asset accounting often requires the review of supporting documentation including contracts, invoices, and parsing costs across multiple projects. Working remotely would mean that on-site staff will be scanning and sending data which is not an efficient use of time. Much of the work involved is a collaborative process which would require a person in-house to maintain productivity and develop as a committed team member with a future investment in DWP. An additional license for our capital asset accounting software will have to be installed and later removed if the position is hired in a temporary capacity. The costs related to installing and removing licenses would likely be less

than \$5,000. Additionally, the remote contractual employee would need access to the customer database. While VPNs are generally secure, customer data could be accessible to outsiders.

To hire a contractual employee will not provide DWP with the long-term essential needs of the Administrative Department. Contract personnel can be assigned specific deadlines, tasks at hand, and duties; however, DWP cannot hold the employee accountable for how they get the job done. The proposed position will provide work that is essential to our business and not a peripheral job.

The proposed contract employee would have a cost range of \$166,400 to \$199,680 compared to hiring a full time exempt employee at a cost range of \$130,330 to \$152,450. The full time exempt employee option is a much lower cost option, will allow DWP to operate more effectively and efficiently, the employee will be more dedicated to the community, and they would be more likely to put some of this money back in the local economy. Staff recommends the Board consider creating a full time exempt Financial Analyst position during the regular board meeting on October 23, 2018.

Financial Impact

Utility Technician:

Assuming a start date of December 1, 2018, the financial impact for FY 2018/19 for the additional Utility Technician I would be approximately \$56,500 at step 3 of the current Board approved salary schedule. On an annual basis at step 3, the fully burdened cost would total approximately \$96,800. Annually, at step 5 would be approximately \$104,000.

Financial Analyst:

An analysis of comparable positions and responsibilities was conducted to determine the pay range for the proposed position. Data was received from Salary.com, the leading consumer and enterprise resource for compensation data, American Water Works Association 2016 Compensation Survey, and Robert Half Finance & Accounting, the world's largest reputable specialized staffing firm. (Exhibit D)

Per Robert Half Finance & Accounting and the 2019 salary guide, the national average salary range of a Financial Analyst is \$79,500 to \$98,000 with an unemployment percentage of only 1.7%.

Due to the low percentage of unemployed professionals, billing rates for a contracted Financial Analyst start at around \$80 per hour or \$166,400 annually, based on 2080 hours, for Financial Analysts; however, consultant programs which provide accounting professionals contracted out for long-term projects have starting rates of \$96 per hour or \$199,680 annually.

If hired as a full-time exempt DWP employee, the financial impact for FY 2018/19 for the proposed Financial Analyst would be \$76,800 at step 1 on the proposed salary schedule. On an annual basis, the fully burdened cost would total approximately \$130,330 at step 1 and \$152,450 at step 5. The proposed pay range for this position is \$77,234-\$93,789.

For FY 2018/19, assuming hire dates of December 1, 2018, the estimated total cost of \$133,330 would be funded from unrestricted reserves. In future years, the savings realized in infrastructure funded by grants and loans would provide an offset for a portion of the increased operating costs.

Recommendations

Financial Analyst/Utility Technician I
October 16, 2018

- 1) Review and discuss.
- 2) Provide staff with direction.

Attachments:

- Exhibit A Job Costing RR install FY17 18
- Exhibit B Job Costing RR leak FY17 18
- Exhibit C Financial Analyst
- Exhibit D Financial Analyst Contract Manager

Radio Read Installation Job Costing

City of Big Bear Lake Department of Water and Power
 FY 2017-2018

Radio Read Meter Installations Report**Report Parameters**

Pay Type: Hourly

Date Range: 07/18/2017-01 to 07/03/2018-01

RADIO READ METER INSTALLATIONS**Department: 50 - PRODUCTION**

Employees	1	Hours	Amount
Total Earnings		8.67	\$231.44

Department: 55 - TRANS & DISTRIB

Employees	7	Hours	Amount
Total Earnings		1,661.10	\$42,100.36

Department: 59 - WATER OPERATIONS

Employees	2	Hours	Amount
Total Earnings		77.50	\$1,804.08

Department: 90 - CUSTOMER ACCOUNTS

Employees	3	Hours	Amount
Total Earnings		99.75	\$2,979.53

Department: 95 - CUSTOMER FIELD SERVICES

Employees	9	Hours	Amount
Total Earnings		2,264.22	\$50,715.30

Totals for Job RADIO READ INSTALLATIONS

Employees	22	Hours	Amount
Total Earnings		4,111.23	\$97,830.71

Radio Read Leak Job Costing

City of Big Bear Lake Department of Water and Power
 FY 2017-2018

Radio Read Leak Report**Report Parameters**

Pay Type: Hourly

Date Range: 07/18/2017-01 to 07/03/2018-01

RADIO READ METER LEAK DETECTIONS**Department: 50 - PRODUCTION**

Employees	1	Hours	Amount
<hr/>			
Total Earnings		18.53	\$574.98

Department: 51 - CONSERVATION

Employees	2	Hours	Amount
<hr/>			
Total Earnings		26.00	\$429.35

Totals for Department: 55 - TRANS & DISTRIB

Employees	1	Hours	Amount
<hr/>			
Total Earnings		4.36	\$44.40

Department: 59 - WATER OPERATIONS

Employees	1	Hours	Amount
<hr/>			
Total Earnings		3.75	\$0.00

Department: 90 - CUSTOMER ACCOUNTS

Employees	5	Hours	Amount
<hr/>			
Total Earnings		623.89	\$14,020.76

Department: 95 - CUSTOMER FIELD SERVICES

Employees	6	Hours	Amount
<hr/>			
Total Earnings		885.02	\$20,589.76

Totals for Job RADIO READ LEAKS

Employees	16	Hours	Amount
<hr/>			
Total Earnings		1,561.54	\$35,659.25

CITY OF BIG BEAR LAKE DEPARTMENT OF WATER AND POWER
FINANCIAL ANALYST

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all duties** performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

DEFINITION

The Financial Analyst reports to the Chief Financial Officer and is responsible for planning, administering, and overseeing complex financial analysis and professional work for the City of Big Bear Lake, Department of Water and Power (DWP).

The Financial Analyst is responsible for activities such as accounting for capital assets, federal single audit reporting, preparation of payroll, project and grant accounting, data compilation and analysis, financial and budgetary analysis and reporting, and other accounting related activities for DWP funds, as well as accounting for activities of the Bear Valley Basin Groundwater Sustainability Agency. This position helps develop and meet Department and DWP objectives and provides highly responsible and complex administrative support to the Chief Financial Officer. A qualified and selected candidate must be capable to competently handle the full range of professional financial analysis duties as assigned, work independently and as a team member and leader, apply well developed financial knowledge functions of routine, moderate and superior complexity – this is accomplished by exercising critical judgment.

DISTINGUISHING CHARACTERISTICS

The single position classification is distinguished by its responsibility for providing Financial Analyst duties as necessary to assist the DWP in lawfully complying with local, state, and federal laws.

SUPERVISION RECEIVED/EXERCISED

Receives general direction from the DWP Chief Financial Officer. Incumbent does not routinely exercise supervision.

ESSENTIAL FUNCTIONS (may include but not limited to the following):

- Responsible for accounting for project and construction costs, capital assets management, grant account management and required reporting, bank reconciliations, and complex financial analysis in support of Department needs.
- Compiles, analyzes and enters data related to capital assets for operational and infrastructure assets.
- Responsible for federal single audit reporting and analysis.
- Works with the Administrative Analyst to oversee contract compliance to guarantee fulfillment requirements involving, but not limited to, budgetary and payment deadlines, adequacy with insurance, and legal reporting.
- Compiles and analyzes complex data; prepares variance analysis reporting as directed by the Chief Financial Officer by compiling data from within multiple customer account applications to create statistical data for project and financial reporting.
- Reviews payroll timesheets and analyzes, prepares, and transfers payroll data to ensure proper classification, accurate and timely filing, and compliance with State and Federal regulations.
- Facilitates employee understanding of payroll procedures.
- Maintains current knowledge of payroll systems and applicable state and federal wage and hour laws.

FINANCIAL ANALYST

EXHIBIT C

- Responsible for the maintenance and reconciliation of the project management, construction work progress, and capital asset records in accordance with DWP policies and procedures.
- Inputs and maintains financial data for monthly, quarterly and annual financial reports pertaining to grant, capital assets, and project accounting in accordance with generally accepted accounting principles.
- Prepares and assists with monthly, quarterly, and annual financial reports in accordance with DWP procedures.
- Works with the Chief Financial Officer to ensure an accurate and timely year-end audit. This includes assisting DWP's independent auditors by collecting and providing client-prepared schedules, answering variance analysis questions, and helping in the preparation and verification of financial statements and information.
- Collects fiscal operating data, analyzes and summarizes in various financial reports to management and the Board of Commissioners to enhance sound decision making and ensure appropriate disclosure and accountability.
- Provides assistance and backup to the Accounting Supervisor when needed.
- Builds strong working relationships with department staff, supervisors, managers and the Board of Commissioners to assist the Chief Financial Officer in the coordination, development, and implementation of financial processes, procedures, and appropriate internal controls.
- Establishes and maintains cooperative professional relationships with those contacted in the course of work, including outside agencies, federal, state, and other public sector organizations, community leaders, consultants, and citizens.
- Updates job knowledge by participating in educational opportunities and reading professional publications.
- Performs related essential duties as required.

QUALIFICATIONS GUIDELINES

QUALIFICATIONS: *(The following are minimal qualifications necessary for entry in the classification.)*

Education

Possession of a Bachelors Degree from an accredited college or university in Accounting, Finance, or related field is required.

Experience

Four years experience as an accountant or financial analyst for a public sector organization or equivalent experience is required.

Licenses/Certificates

Possession of a valid California Class C driver's license and a satisfactory driving record is required. License as a Certified Public Accountant is desirable.

Physical Requirements

Position requires prolonged sitting, standing, walking, reaching, twisting, and turning, kneeling, bending, squatting, and stooping in the performance of daily activities. The position also requires grasping, repetitive hand movement and fine coordination in preparing statistical reports and data using a computer keyboard. Additionally, the position requires near vision in reading correspondence, statistical data, and using a computer. Acute hearing is required when provided phone and personal service. The ability to lift, drag, and push files, paper, and documents weighing up to 25 pounds is required.

The following abilities are considered necessary to successfully perform the essential functions of this class; however, applicants who request accommodation will be considered on a case-by-case basis.

KNOWLEDGE/SKILLS/ABILITIES: *(The following are a representative sample of the KSA's necessary to perform essential duties of the position.)*

Knowledge of:

- Generally accepted principles and practices of accounting and a demonstrated knowledge of public sector accounting and best practices.
- Governmental Accounting Standards (GASB) and Financial Accounting Standards (FASB).
- Policies and practices associated with payroll administration.
- Methods and techniques of statistical and financial analysis and effective technical account report preparation and presentation.
- Pertinent Local, State, and Federal accounting laws, ordinances, codes, rules, and regulations.
- Internal Revenue (IRS) Code, Regulations, and Taxation Codes.
- City and DWP policies and regulations related to accounting.
- The procedures and processes of a municipal utility and finance department.
- Excellent customer service skills.
- Excellent communication and oral presentation skills.
- Project management skills are desirable.
- Principles, practices, and methods of strategic planning and administration.
- Modern office procedures, methods, and computer applications.

Skills to:

- Operate modern office equipment, including computer equipment.
- Intermediate knowledge or better of Microsoft Excel.
- Operate a motor vehicle safely.

Ability to:

- Exercise independent and sound judgment, be able to plan, be well organized, have excellent verbal and written communication skills, multitask, work well under pressure, meet tight deadlines, and be proactive, flexible, and cooperative.
- Provide management-level assistance to the Chief Financial Officer in the administration of financial services.
- Be accurate, timely, discreet, and able to maintain confidentiality on appropriate issues.
- Effectively administer assigned programs and perform both complex and routine assignments with accuracy.
- Understand, interpret, apply, and explain laws, regulations, policies, practices, and procedures.
- Analyze information, draw valid conclusions, and make recommendations from the perspective of the accounting profession.
- Interact with a variety of personnel and achieve the confidence of others.
- Elicit and maintain cooperative work relationships; communicate effectively both verbally and in writing and conduct effective meetings.

Financial Analyst III 92315, Big Bear Lake, CA

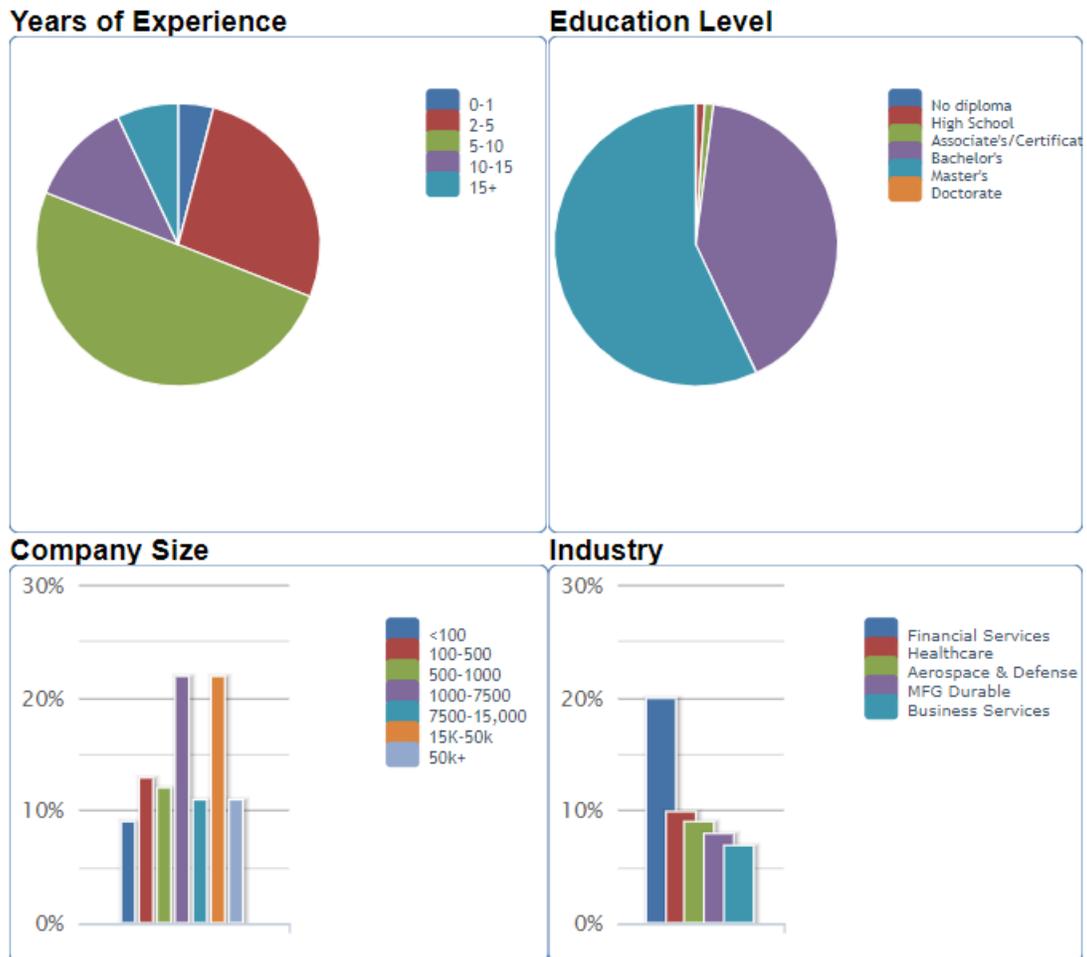


Financial Analyst III

Also referred to as: Financial Planning Analyst III, FP & A Analyst III, Senior Level Financial Analyst

Requirements and Responsibilities

Responsible for the preparation, coordination, and documentation of financial analysis projects such as financial and expense performance, rate of return, depreciation, working capital, and investments. Provides analysis for forward-looking financial and business-related projects. Prepares forecasts and analysis of trends in manufacturing, sales, finance, general business conditions, and other related areas. Identifies trends and developments in competitive environments and presents findings to senior management. Creates and analyzes monthly, quarterly, and annual reports and ensures financial information has been recorded accurately. May conduct special financial and business related studies and cooperates with other departments in the preparation of analyses. Requires a bachelor's degree. Typically reports to a supervisor or manager. Contributes to moderately complex aspects of a project. Work is generally independent and collaborative in nature. Typically requires 4 to 7 years of related experience.

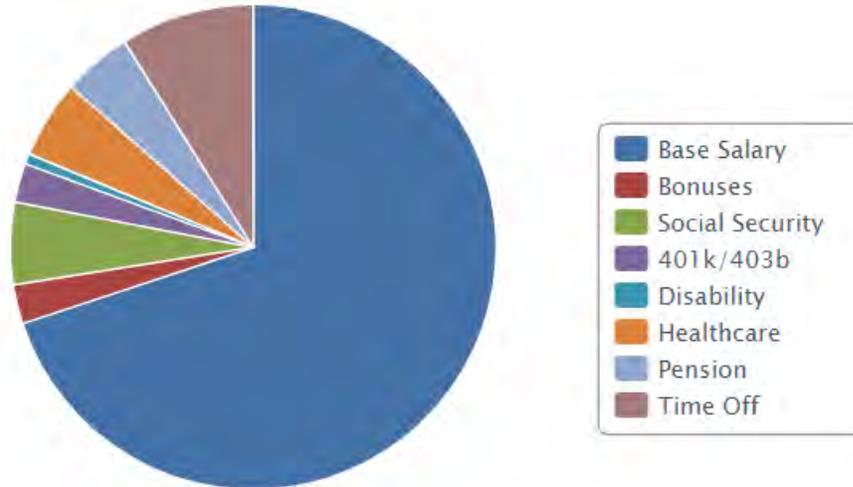


Similar Jobs: Budget Analyst III, Financial Analyst I, Financial Analyst II, Financial Analyst IV, Financial Reporting Accountant III, Strategic Planning Analyst III, Risk Analyst III, Treasury Analyst III, Cost Analyst III

Level of Education: Financial Analyst III Salaries with a Bachelor's Degree, Financial Analyst III Salaries with a Master's Degree or MBA, Financial Analyst III Salaries with a JD, MD, PhD or Equivalent

Categories: Financial Services, Accounting, Consulting Services

Industries: Aerospace & Defense, Biotechnology, Business Services, Chemicals, Construction, Edu., Gov't. & Nonprofit, Energy & Utilities, Financial Services, Healthcare, Hospitality & Leisure, Insurance, Internet, Media, MFG Durable, MFG Nondurable, Pharmaceuticals, Retail & Wholesale, Software & Networking, Telecom, Transportation,

Financial Analyst III 92315, Big Bear Lake, CA

Core Compensation	Median	% of Total
Base Salary	\$89,203	69.9%
Bonuses	\$3,291	2.6%

Core Compensation is based on averages for this job and does not reflect personal factors used to determine your projected salary range.

Value of Benefits	Median	% of Total
Social Security	\$7,076	5.5%
401K/403B	\$3,330	2.6%
Disability	\$832	0.7%
Healthcare	\$6,592	5.2%
Pension	\$5,827	4.6%
Time Off	\$11,384	8.9%
Total Compensation	\$127,536	100%

Value of Benefits indicates the employer's expected contribution and paid time off.

Use the Benefits Calculator to compare your benefits with the industry average.

Service Contract Administrator

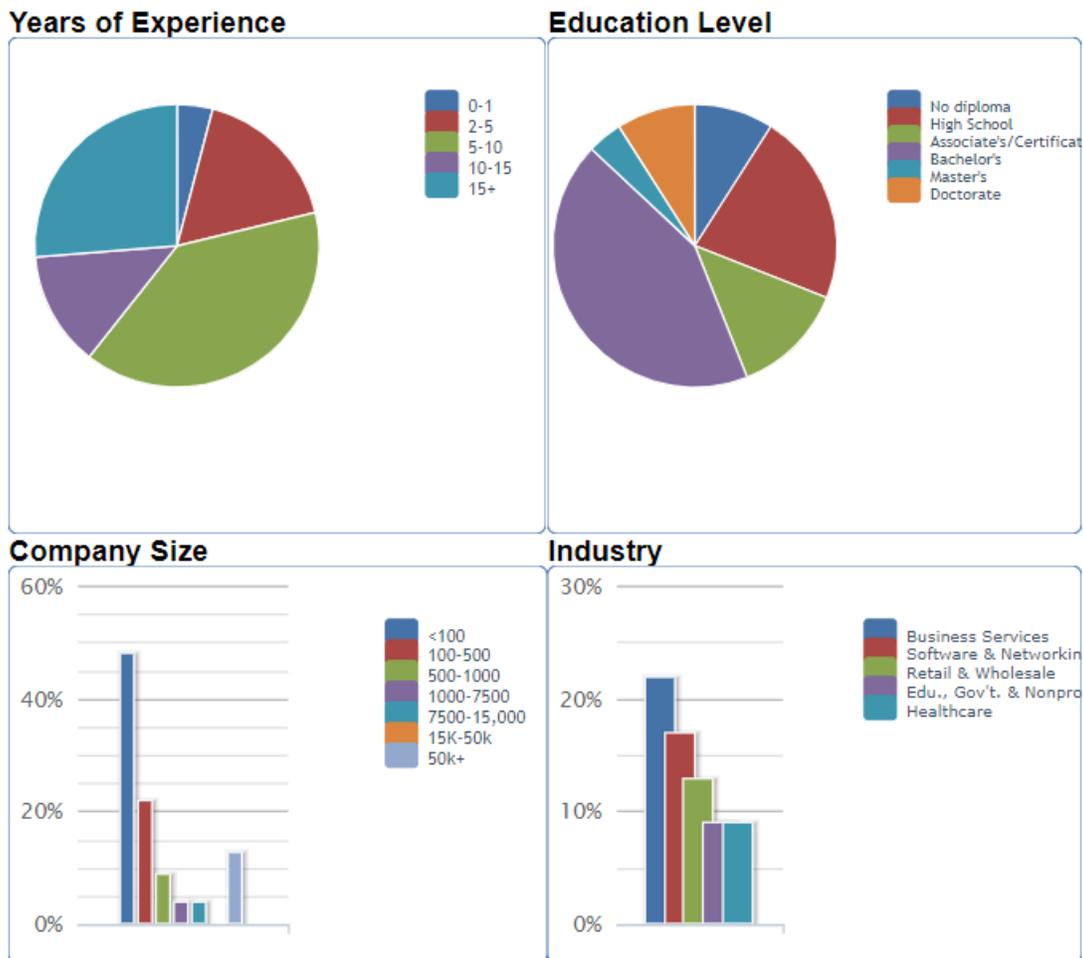
Also referred to as: Service Contract and Renewals Administrator, Service Sales Support Administrator

Requirements and Responsibilities

Prepares, reviews, administers, and tracks service contract proposals and renewals. Explains service terms to customers and answers questions about contracts. Secures necessary approvals and ensures that the standard contract terms are followed. Escalates issues involving customer claims about service to management. May participate in review of customer issues and may recommend modifications to the services or terms. May assist with contract negotiations. Requires a bachelor's degree. Typically reports to a manager. Gaining exposure to some of the complex tasks within the job function. Occasionally directed in several aspects of the work. Typically requires 2 to 4 years of related experience.

Service Contract Administrator 92315, Big Bear Lake, CA





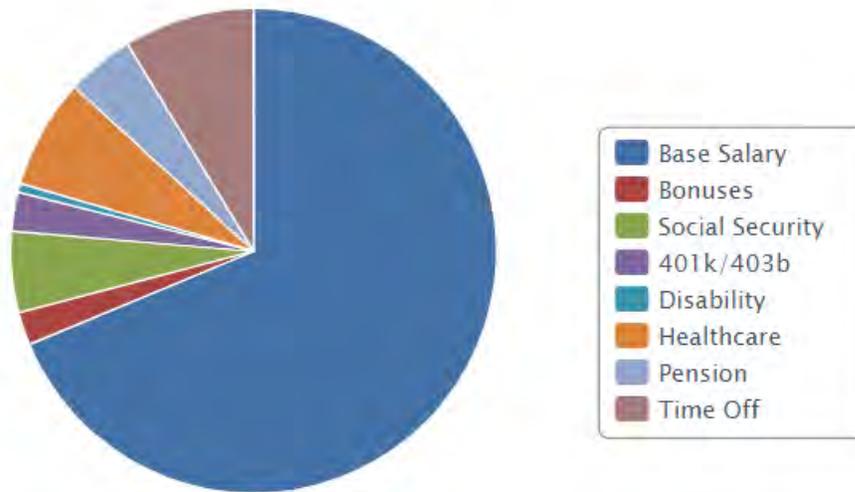
Similar Jobs: Manufacturers Service Contract Administrator, Service Contract Administration Manager, Contracts Administrator I, Contracts Administrator III, Contracts Administrator IV, Contracts Administrator II, Payroll Administrator, Retail Store Operations Administrator, Network Service Director

Level of Education: Service Contract Administrator Salaries with a Bachelor's Degree, Service Contract Administrator Salaries with a Master's Degree or MBA, Service Contract Administrator Salaries with a JD, MD, PhD or Equivalent

Categories: Legal Services, Customer Services

Industries: Aerospace & Defense, Biotechnology, Business Services, Chemicals, Construction, Edu., Gov't. & Nonprofit, Energy & Utilities, Financial Services, Healthcare, Hospitality & Leisure, Insurance, Internet, Media, MFG Durable, MFG Nondurable, Pharmaceuticals, Retail & Wholesale, Software & Networking, Telecom, Transportation,

Service Contract Administrator 92315, Big Bear Lake, CA



Core Compensation	Median	% of Total
Base Salary	\$61,753	68.7%
Bonuses	\$1,979	2.2%

Core Compensation is based on averages for this job and does not reflect personal factors used to determine your projected salary range.

Value of Benefits	Value	% of Total
Social Security	\$4,875	5.4%
401K/403B	\$2,294	2.6%
Disability	\$574	0.6%
Healthcare	\$6,592	7.3%
Pension	\$4,015	4.5%
Time Off	\$7,844	8.7%
Total Compensation	\$89,925	100%

Value of Benefits indicates the employer's expected contribution and paid time off.

Use the Benefits Calculator to compare your benefits with the industry average.

Financial Analyst Pay Range and Job Responsibilities
American Water Works Association

Exhibit D

American Water Works Association - Medium - 2016

All Participants

Job A230 - Accountant - Senior

Under general supervision, is responsible for providing leadership and the accomplishing the work of an accounting group. Performs technically difficult non-supervisory accounting work assisting in the development of appropriate policies and procedures. Typically has Bachelor's Degree in Accounting and 5 or more years of experience.

Summary of All Reported Data by Ownership/Management Type

Scope	# of Utilities	# of Employees	Avg. # of Ees Sup	50th Percentile	Co Wtd Avg Pay	Employee Wtd Avg Pay	Average Salary Range		
							Min	Mid	Max
All	37	47	3	\$59,243	\$63,483	\$63,232	\$52,006	\$62,963	\$73,963
Board Operated	23	28	3	\$59,112	\$63,274	\$64,340	\$52,352	\$64,614	\$76,768
City/County	10	10	-	\$58,123	\$59,272	\$57,261	\$51,104	\$60,441	\$70,056
Private	1	1	*	*	*	*	*	*	*
Other	3	7	-	-	-	-	-	-	-

Summary of All Reported Data by Population Size

Scope	# of Utilities	# of Employees	Avg. # of Ees Sup	50th Percentile	Co Wtd Avg Pay	Employee Wtd Avg Pay	Average Salary Range		
							Min	Mid	Max
50 - 100,000	18	24	4	\$77,610	\$71,632	\$71,454	\$54,691	\$67,014	\$79,102
25 - 50,000	6	8	*	\$55,758	\$53,005	\$54,522	*	*	*
10 - 25,000	12	15	*	\$57,610	\$57,179	\$54,752	\$48,790	\$57,455	\$66,211

Summary of All Reported Data by Total Employment

Scope	# of Utilities	# of Employees	Avg. # of Ees Sup	50th Percentile	Co Wtd Avg Pay	Employee Wtd Avg Pay	Average Salary Range		
							Min	Mid	Max
Over 1,000	0	0	*	*	*	*	*	*	*
500 - 1,000	2	5	*	*	*	*	*	*	*
200 - 500	1	5	*	*	*	*	*	*	*
100 - 200	10	13	*	\$60,642	\$65,191	\$62,239	\$49,611	\$61,905	\$75,528
50 - 100	7	6	*	\$77,304	\$69,418	\$69,416	\$51,639	\$67,485	\$81,740
25 - 50	11	11	*	\$57,459	\$60,034	\$57,923	\$50,595	\$59,389	\$68,437
< 25	6	7	*	\$58,801	\$58,634	\$54,138	*	*	*

HOW TO USE OUR SALARY TABLES

To help you determine salary levels for new hires, we report starting pay ranges by percentiles, as defined on this page. Salary figures represent the national average; you can adjust the figures on the following pages to your market using the local variances on Pages 25-26. Bonuses, benefits and other forms of compensation are not factored into the starting salary ranges. If appropriate, add in other financial incentives your organization offers. Then move quickly. Chances are, your top candidate will be your competitors' first pick, too.

25th

The lowest percentile most often fits candidates who are new to the role and still developing their skills. The role may be in a market with low competition for talent or in a smaller, less complex organization.

50th

To start a candidate at the midpoint percentile, expect average experience and the necessary skills to get the job done. The role will likely be of average complexity or in a market where the competition for talent is moderate.

75th

Higher-end starting salaries require a strong skill set and more experience than is typical. Candidates may have specialized certifications. The role may be fairly complex or in a market where the competition for talent is high.

95th

A significantly high level of relevant experience and expertise, including specialized certifications, can command a starting salary in the highest percentile. The role may be very complex or in a market where the competition for talent is extremely high.

Financial Analyst		25th	50th	75th	95th
Director		105,750	130,000	152,500	201,250
Manager		84,750	102,500	122,250	161,500
Senior		67,750	82,500	98,000	129,500
1 to 3 Years		55,000	67,000	79,500	105,000
Up to 1 Year		42,500	51,500	61,250	80,750