

BRYCE
CONSULTING

VANDENBERG VILLAGE COMMUNITY SERVICES
DISTRICT (VVCSD)
2012 COMPENSATION AND STAFFING STUDY
FINAL REPORT – JANUARY 2013



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SECTION I - PROJECT OVERVIEW

Bryce Consulting was retained by the Vandenberg Village Community Services District to conduct a comprehensive compensation and staffing study for District classifications. This report presents the survey results and recommendations. The report includes:

- Section I Project Overview
- Section II Compensation Survey Parameters
- Section III Compensation Survey Results
- Section IV Salary Recommendations
- Section V Staffing/Organizational Recommendations

STUDY OBJECTIVES

The study consisted of the following objectives:

- Collect and analyze base salary and benefit data for the survey classes
- Develop a salary plan for all classes in the District using market data and internal relationships to ensure parity to the labor market and internal equity within the organization
- Review and recommend staffing and organizational changes

SECTION II – COMPENSATION SURVEY PARAMETERS

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

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

SURVEY EMPLOYERS

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

- **EMPLOYER SIZE** - As a general rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, agencies of similar size to the 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 would most likely 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.

While some survey agencies may not meet all of the criteria, it is important to have a balanced labor market. **Table 1**, on the following page displays the survey agencies, based on the above considerations. These agencies are geographically proximate, are competitors for staff, and/or provide similar services. In the past, the District has primarily relied on the annual ACWA salary

survey for determining salary adjustments. Therefore, in addition to collecting data from the identified 10 survey agencies, Bryce reviewed and compiled data provided through the 2012 ACWA survey for former Zone 3 (Monterey County, San Benito County, Santa Cruz County, San Luis Obispo County, Santa Barbara County, and Ventura County) as provided in **Table 2** on the following page.

Table 1		
Survey Agencies	Number of Employees	Miles from Vandenberg Village
City of Buellton	18	19
City of Lompoc	372	5
City of Solvang	34	23
Goleta Water District	60	50
Goleta West Sanitary District	6	50
Heritage Ranch Community Services District	8	97
Los Alamos Community Services District	5	21
Mission Hills Community Services District	8	3
Nipomo Community Services District	12	31
Templeton Community Services District	20	77

Table 2		
ACWA Former Zone 3 Employers	Number of Employees	Miles from Vandenberg Village
Atascadero MWC	47	72
Camrosa WD	26	108
Casitas MWD	146	95
Central Coast Water Authority	29	19
Goleta WD	60	50
Montecito WD	25	64
Monterey Peninsula WMD	33	193
Pajaro/Sunny Mesa CSD	10	200
San Benito County WD	20	191
Scotts Valley WD	14	222
Soquel Creek WD	41	214
Sunnyslope CWD	19	189
United WCD	57	99
Ventura River CWD	5	88
Ventura Water, City of Ventura	96	92

SURVEY CLASSES

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, such as the District, may have all or nearly all of their classifications selected as survey classes 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. Therefore, all of the District's classifications were selected for survey purposes as displayed in **Table 3**.

Table 3
Survey Classifications
Board Secretary/Administrative and Accounting Assistant
Customer Service Representative II/Water Conservation Coordinator
Finance Administrator
General Manager
Office Manager
Operations and Maintenance Manager
Service Person I
Service Person II

SURVEY SCOPE

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

- Title of each comparable class
- Entry and top step monthly salary
- Cash add-ons to base salary including:
 - Deferred compensation contribution made by the employer
 - Employer pick-up of the employee contribution for retirement (PERS pick-up)
 - Longevity pay at year 10
- Employer contributions for insurances (health, dental, vision)
- Participation in Social Security
- Cost of living information including date and amount the next increase
- Retirement practices including employer's share, retirement benefit formula and final compensation period
- Retiree health benefits
- Paid leave benefits
- Policies regarding cashing out unused health contribution and leave

SURVEY METHODOLOGY

The survey methodology utilized by Bryce Consulting included:

- An initial telephone call to each labor market employer to explain the purpose and scope of the survey and to confirm cooperation.

- A survey sent to each labor market employer that included a listing of the survey classifications and descriptions of those classifications surveyed, plus a detailed questionnaire for collecting the salary and benefit data.

In addition to the collection of base salary and benefit 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 labor market mean was calculated for maximum base salary, total cash and total compensation as displayed in the following section.

SECTION III – COMPENSATION SURVEY RESULTS

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

As indicated in the previous section, the survey involved the collection of compensation information for each of the survey classes from the labor market employers identified. **Table 4** displays the comparability for each survey classification.

Table 4	
Comparability	
Survey Classification	Number of Comparable Matches
Board Secretary/Administrative and Accounting Assistant	7
Customer Service Representative II/Water Conservation Coordinator	9
Finance Administrator	4
General Manager	10
Office Manager	8
Operations and Maintenance Manager	6
Service Person I	9
Service Person II	10

Based on the size, structure and services provided by the District, there were some challenges in determining comparability as described below.

Board Secretary/Administrative and Accounting Assistant – The classification is responsible for providing administrative support to the General Manager and Board of Directors; preparing agendas, typing minutes and maintaining District records; and assisting with accounting tasks including the preparation of financial statements. Because the classification has a variety of functions assigned to it, which in other agencies may be assigned to multiple positions in different classifications; Bryce collected data from the survey agencies for each of the classifications performing the functions and selected the highest paid, as salaries are set to the highest skill set.

Office Manager – The classification is responsible for a variety of professional functions including complex accounting, human resources, information technology, purchasing, risk management and other administrative functions. Similar to the Board Secretary/Administrative and Accounting Assistant, in some organizations, these functions may be assigned to multiple positions in multiple classifications; therefore, data was collected for a variety of classifications performing the functions and Bryce selected the highest paid.

Service Person I/II – The classification series is responsible for the operation, maintenance and repair of the District's water distribution and wastewater collection facilities as well as the operation of the water treatment plant facilities. Some agencies will either have separate classifications that perform the duties or do not provide the same variety of services. If an agency has multiple classifications, Bryce selected the highest paid. If the agency does not provide the same type of services (e.g. water treatment, water distribution and wastewater collection), Bryce collected data for classifications with a similar level of certification.

SURVEY RESULTS

The data has been organized into a series of tables that summarize the District's relationship to the labor market for each class. The compensation survey data sheets are presented in **Appendix A** of this report. In addition to displaying the data collected from the identified 10 survey agencies, Bryce has included a comparison to the data reported through the ACWA salary survey. Below and on the following pages are the descriptions for the ACWA benchmark classifications. It should be noted that only maximum base salary is reported for the ACWA survey. Since the tabulation of the ACWA data, ACWA has removed the database housing the benefit data from their website. Bryce talked with ACWA and ACWA determined that, other than the classification titles and base salary information, the data was unreliable and stated that the benefit data that was reported by the participating agencies was not meaningful.

Position #2

Under general supervision, acts as secretary to top level district management, performs difficult and complex office support work. Prepares correspondence, memoranda, and other items as delegated, makes appointments and maintains appointment calendars. Answers telephone calls and receives office visitors.

Sample Title: Administrative Assistant

VVCSD Class Matched: Board Secretary/Accounting and Administrative Assistant

Position #5

Under general supervision, receiving and processing service requests, perform fiscal recordkeeping work in maintaining and updating billing accounts, and receive and resolve complaints and

questions concerning the delivery of services and status of accounts. Qualifications: Two years of customer service and relations work.

Sample Title: Customer Service Representative

VVCSD Class Matched: Customer Service Representative II

Position #11

Under general/administrative direction, plans, organizes, manages, directs and supervises office support operations and functions of the district. Supervises and participates in district financial management and reporting functions, authorizes the payment of invoices. Qualifications: Five years of office support experience in a supervisory role.

Sample Title: Administrative Services Manager/Office Manager

VVCSD Class Matched: Office Manager

Position #24

Under administrative direction, is in charge of the administrative, public relations, personnel, and general affairs of the district; represents the Board's policies and programs with employees, community organizations, and the general public; review requests and make recommendations to the Board on final expenditure levels; and is responsible for the employer-employee relations. Qualifications: Broad and extensive experience in a management, administration or supervisory capacity.

Sample Title: General Manager

VVCSD Class Matched: General Manager

Position #25

Under general direction, performs difficult and complex professional accounting duties in support of financial, accounting, and related administrative functions; assists with internal control reviews; and provides direction and training to support staff. Qualifications: Two years of increasingly responsible experience performing financial analysis, accounting and budgeting.

Sample Title: Accountant

VVCSD Class Matched: Finance Administrator

Position #63

Under direct supervision, positions in this classification perform a variety of assignments in the installation, maintenance, and repair of meters and water distribution systems and perform skilled field-testing and repairs on meters. Qualifications: Requires two years of responsible work experience in the installation, maintenance and repair of water service systems and meters, including some experience with field customer relations' work.

Sample Title: Water Service Worker 11

VVCSD Class Matched: Service Person I

Position #64

Under general direction, analyzes and determines need for water; reads and interprets monitoring devices on water usage and distribution, calculates and adjusts chemical dosages; logs and records readings. Routinely monitors and inspects all pumping stations, reservoirs, and related facilities and equipment. Performs a variety of plant and machinery maintenance operations. Collects a variety of water samples for analyses, performs standard field test, and maintains a daily diary and records of operations. Qualifications: Three years of responsible experience in related area.

Sample Title: Water Systems Technician

VVCSD Class Matched: Service Person II

Position #79

Under general direction, plans, organizes, and supervises the work of District personnel assigned to water treatment plants. Plans, organizes, and supervises the work of staff assigned to water treatment plant maintenance and operations work. Ensures the maintenance of an adequate inventory of chemicals and supplies for plant operations. Qualifications: Four years of increasingly responsible experience in water treatment facility maintenance and operations work with at least one year in a lead or supervisory capacity.

Sample Title: Water Treatment Plant Supervisor/Chief Plant Operator

VVCSD Class Matched: Operations and Maintenance Manager

Table 5, on the following page summarizes, for each classification, how the District's base salaries compare to the labor market. The following data is presented:

- Title of the District's classification
- The District's current maximum monthly base salary for each classification
- The mean of the labor market for maximum monthly base salary
- Percentage the District's maximum base salary is above or below the mean and of the labor market
- ACWA survey results for maximum base salary
- The mean of the labor market using the ACWA survey
- Percentage the District's maximum base salary is above or below the mean of the ACWA salary survey data

Table 5 Maximum Base Salary					
Survey Classification	VVCSD Maximum Monthly Base Salary	Labor Market Mean Monthly Base Salary	% VVCSD Is Above or Below Labor Market Mean	Labor Market Mean Monthly Base Salary (ACWA)	% VVCSD Is Above or Below Monthly Mean (ACWA)*
Board Secretary/Administrative and Accounting Assistant	\$4,744	\$5,030	-6.02%	\$4,732	-2.47%
Customer Service Representative II/Water Conservation Coordinator	\$4,404	\$3,964	10.00%	\$4,215	1.68%
Finance Administrator	\$6,534	\$5,834	10.71%	\$5,863	7.83%
General Manager	\$10,329	\$11,616	-12.46%	\$13,586	-35.11%
Office Manager	\$6,757	\$7,564	-11.94%	\$9,762	-48.42%
Operations and Maintenance Manager	\$7,747	\$6,635	14.35%	\$7,932	-5.18%
Service Person I	\$4,710	\$3,992	15.25%	\$4,928	-7.49%
Service Person II	\$5,328	\$4,770	10.47%	\$5,581	-7.62%

***The salaries for the District have been increased since the data was reported to ACWA. The ACWA results are based on the salaries that were current at that time.**

TOTAL CASH SURVEY RESULTS

Total cash represents the maximum base salary plus the employee’s share of retirement paid by the District as well as the District’s contribution towards deferred compensation and longevity pay at year 10. **Table 6** displays, for each classification, how the District compares to the labor market with respect to total cash. The following data is presented:

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

Table 6 Total Cash			
Survey Classification	VVCSD Monthly Total Cash	Labor Market Monthly Total Cash	% VVCSD Is Above or Below Labor Market Monthly Total Cash
Board Secretary/Administrative and Accounting Assistant	\$5,124	\$5,332	-4.07%
Customer Service Representative II/Water Conservation Coordinator	\$4,756	\$4,150	12.75%
Finance Administrator	\$7,057	\$6,166	12.63%
General Manager	\$11,155	\$12,349	-10.70%
Office Manager	\$7,298	\$7,928	-8.64%
Operations and Maintenance Manager	\$8,367	\$6,865	17.95%
Service Person I	\$5,087	\$4,157	18.28%
Service Person II	\$5,754	\$5,005	13.02%

TOTAL COMPENSATION SURVEY RESULTS

Total compensation represents the maximum base salary, the employee’s share of retirement paid by the District, the District’s contribution towards deferred compensation, longevity pay at year 10, the District’s contribution towards health, dental and vision insurance, and social security. **Table 7** displays, for each classification, how the District compares to the labor market with respect to total compensation. The following data is presented:

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

Table 7 Total Compensation			
Survey Classification	VVCSD Monthly Total Compensation	Labor Market Monthly Total Compensation	% VVCSD Is Above or Below Labor Market Monthly Total Compensation
Board Secretary/Administrative and Accounting Assistant	\$6,467	\$6,712	-3.79%
Customer Service Representative II/Water Conservation Coordinator	\$6,094	\$5,634	7.56%
Finance Administrator	\$8,426	\$7,517	10.79%
General Manager	\$12,579	\$14,121	-12.26%
Office Manager	\$8,670	\$9,577	-10.47%
Operations and Maintenance Manager	\$9,753	\$8,272	15.19%
Service Person I	\$6,429	\$5,629	12.45%
Service Person II	\$7,106	\$6,509	8.40%

On average, the District is 3.80% above market for base salary when compared to the labor market mean, 6.40% above market for total cash and 3.48% above market for total compensation. It should be noted that Bryce selected the District’s contribution to the most expensive health plan because it is the most the District is obligated to pay; however, only one employee has selected this plan. If the most common plan were considered, the District would average 3.88% behind market for total compensation.

MISCELLANEOUS BENEFIT DATA

Appendix B presents the miscellaneous benefit data that was collected including cost of living information, retirement practices, leave benefits, and retiree health benefits.

COST OF LIVING INCREASE

As stated, the District has traditionally adjusted salaries annually based on the ACWA salary survey and, since 2007, the Consumer Price Index (CPI) as well. With respect to the survey agencies, seven have a cost of living increase scheduled for 2013; however, only two agencies have determined the percentage increase which ranges from 2% to 3%.

RETIREMENT PRACTICES

The District participates in the CalPERS retirement plan with a benefit formula of 2.7% @55 and a final compensation period of Single Highest Year. The District pays the entire 8% employee share of the CalPERS retirement plan but does not participate in Social Security.

Nine of the responding agencies also participate in the CalPERS retirement plan. Three have a retirement benefit formula of 2% @55, two have a benefit formula of 2.5% @55, two have a benefit formula of 2% @60, and two have a benefit formula of 3% @60. Three of the responding agencies pay 100% of the employee's share of retirement with three paying a portion and two paying no portion of the employee's share. Four of the agencies have a final compensation period of Single Highest Year, two have a final compensation period of Final Three Years, two have a final compensation period of Final Year and one has a final compensation period of Highest Consecutive 36 Months.

Six of the responding agencies participate in Social Security.

RETIREE HEALTH BENEFITS

The District does not contribute to retiree health.

Eight of the responding agencies contribute to retiree health with the amount varying by agency.

LEAVE BENEFITS

The District provides 80 hours of vacation at year 1; 80 hours at year 5; 120 hours at year 10; 120 hours at year 15; and 160 hours at year 20. The District also provides 10 days of sick leave with an unlimited accrual and 10 holidays plus one floating holiday for a total of 11. The District does not provide administrative or management leave.

The labor market average for vacation is 85 hours at year 1; 110 hours at year 5; 137 hours at year 10; 159 hours at year 15; and 164 hours at year 20.

With respect to sick leave, eight of the responding agencies provide 12 days of sick leave, most with an unlimited accrual. The labor market average for holiday accrual is 12 days. Eight of the agencies also provide administrative/management leave, ranging from 4 to 10 days; however, some of the agencies provide it for just the General Manager.

MISCELLANEOUS POLICIES

The survey agencies were also asked if they allow employees to cash out any unused portion of the health contribution or allow it to be deposited into a deferred compensation plan. The District allows employees to cash out up to 75% of the lowest premium for health insurance contribution but does not allow employees to cash out unused leave. Four of the agencies allow employees to cash out their unused health contribution ranging from \$200 to \$800. Seven agencies also allow employees to cash out a portion of their leave, varying by agency.

The District offers a Performance and Incentive Pay Award, as described in Table B7. None of the survey agencies provide for any type of performance reward; however, Los Alamos Community Services District offers increases in salary based on merit.

FURLOUGH – REDUCED BENEFITS

The District is not currently experiencing furloughs and does not have immediate plans to reduce benefits.

The City of Lompoc and Heritage Ranch Community Services District are experiencing furloughs and are both looking to reduce benefits associated with retirement and health insurance.

SECTION IV – SALARY RECOMMENDATIONS

This section of the report presents the salary recommendations for all District classes and includes the salary setting methodology and the salary range recommendations.

SALARY SETTING METHODOLOGY

In setting salaries, both market data and internal relationships are taken into consideration so that the District's compensation plan is both competitive with the market and internally balanced. The mean top step labor market salary adjusted for benefits is used to set the top step of the benchmark classification salary. All other classes are then set to the benchmarks using internal relationship guidelines typically utilized by local government agencies.

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 District classes. The recommended salary plan is presented on the following page in **Table 8**. As a general practice, if classifications are within 5% of market, typically agencies do not make salary adjustments as the market changes frequently. It is recommended that the District base their decision regarding compensation on the compensation study rather than the ACWA survey. Only one of the agencies identified as part of the District's labor market responded to the ACWA survey. In addition, former Zone 3 consists of agencies considerably larger than the District and not within a reasonable recruiting geography. Additionally, the data provided in the ACWA survey varies significantly and for many of the classifications matched by the responding agencies, either the agency did not provide the certification requirements, their classification does not require possession of a certification, or the certification is considerably different than that required of the District's positions. In addition, the level of the positions matched varied in terms of number of staff under the direction of the class.

Table 8
SALARY RECOMMENDATIONS

Classification	VVCSD Current Maximum Monthly Base Salary	VVCSD Current Monthly Total Compensation	Labor Market Mean Monthly Total Compensation	% VVCSD Is Above or Below Labor Market Mean	Recommended Monthly Salary Adjusted for Benefits	Rationale
Board Secretary/Administrative and Accounting Assistant	\$4,744	\$6,467	\$6,712	-3.79%	\$4,950	Set to Market
Customer Service Representative II/Water Conservation Coordinator	\$4,404	\$6,094	\$5,634	7.56%	\$3,975	Set to Market
Finance Administrator	\$6,534	\$8,426	\$7,517	10.79%	\$5,700	Set to Market
General Manager	\$10,329	\$12,579	\$14,121	-12.26%	\$11,700	Set to Market
Office Manager	\$6,757	\$8,670	\$9,577	-10.47%	\$7,600	Set to Market
Operations and Maintenance Manager	\$7,747	\$9,753	\$8,272	15.19%	\$6,400	Set to Market
Service Person I	\$4,710	\$6,429	\$5,629	12.45%	\$4,350	10% below Service Person II
Service Person II	\$5,328	\$7,106	\$6,509	8.40%	\$4,800	Set to Market
Service Person III	New Class	New Class	---	---	\$5,050	5% above Service Person II

OPTIONS FOR IMPLEMENTATION

There are options for implementing the salary recommendations that the District may want to consider.

Option #1 – Make no adjustments to salary or benefits.

Option #2 - Keep benefits as they are and bring salaries to market, which is the recommendation provided on the previous page. Those salaries that are over market are frozen until the market catches up and new employees are brought in at a lower range.

Option #3 - Adjust salary and benefits. For instance, in preparation for the California Public Employee's Pension Reform Act (PEPRA) many agencies within the State of California have started to require employees to pay either a portion or the full amount of the employee's share of the CalPERS contribution even though it is not a requirement for current employees. Some employers have also provided a salary increase in exchange for the employee share being paid by the employees. The District may consider it appropriate to compensate above market in exchange for the employee paying the 8% employee contribution. Another benefit that agencies often consider modifying is the health contribution. As mentioned, Bryce included the most the District will contribute to health insurance (i.e., the most expensive plan at the family rate); however, few of the current employees have selected this plan and that rate.

SECTION V – STAFFING/ORGANIZATIONAL RECOMMENDATIONS

In addition to conducting a compensation study, Bryce reviewed the organizational structure and developed options to ensure that service needs are met now and in the future. As with most public agencies, the District has positions that will most likely be vacated in the next few years due to retirements. Among those are the General Manager and the Operations and Maintenance Manager. With respect to the staffing/organizational review, Bryce was specifically tasked with the following key objectives:

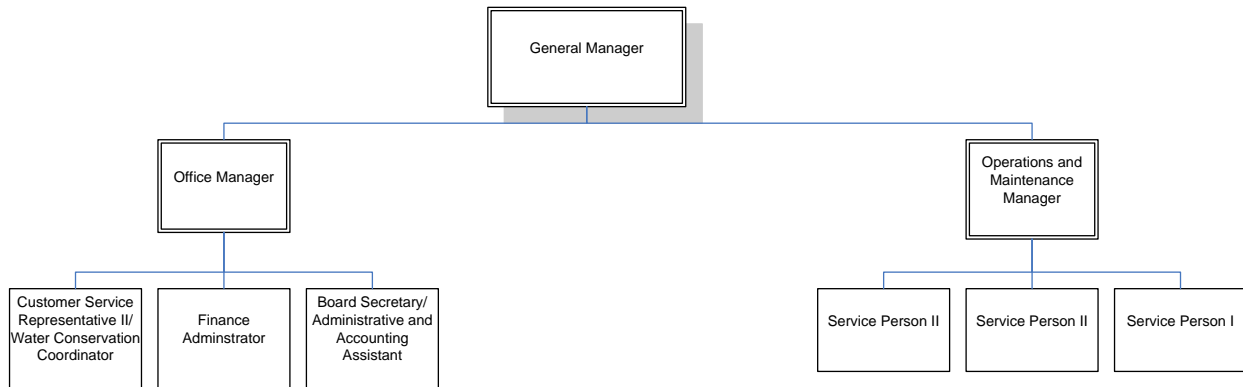
- Review organizational structure and employee handbook for overall effectiveness and efficiency
- Analyze current employee staffing levels and contrast the District to the labor market
- Recommend any changes or improvements to organizational structure and staffing levels
- Recommend specific education, certification and experience requirements for each management position
- Review and develop a recommendation regarding a third level within the Utility Service Person series
- Determine whether the water conservation duties and responsibilities assigned to the Customer Service Representative position warrant a change in job title, job description or salary
- Review the appropriateness for contracting functions out versus performing the function in-house

BACKGROUND

Staffing numbers within the District have not varied significantly over the past several years; however, the District has made some modifications to the classifications over the years. For instance, at one time, there was a Field Foreman in addition to the Field Supervisor which was later changed to Operations and Maintenance Manager. With respect to the administrative functions, there was once a Finance Administrator/Board Secretary and an HR/Support Services Administrator, each with one staff reporting to them.

Currently positions are divided between administrative and field operations with the General Manager responsible for the overall administration of the District; the Office Manager responsible for administering financial, human resources, purchasing, information technology and risk management functions; the Finance Administrator responsible for professional accounting functions; the Board Secretary/Administrative and Accounting Assistant serving as the Administrative Assistant to the General Manager, supporting the Board of Directors and performing technical accounting tasks; and the Customer Services Representative II/Water

Conservation Coordinator serving as the main contact with District customers and processing accounts receivable. It should be noted that due to the General Manager's expertise, the position is also responsible for serving as the District's Engineer, managing a wide variety of construction, engineering and environmental projects. The field staff includes the Operations and Maintenance Manager responsible for the overall management of field operations and three Service Persons who are responsible for the operation and maintenance of the District's systems. A current organizational chart is provided below.



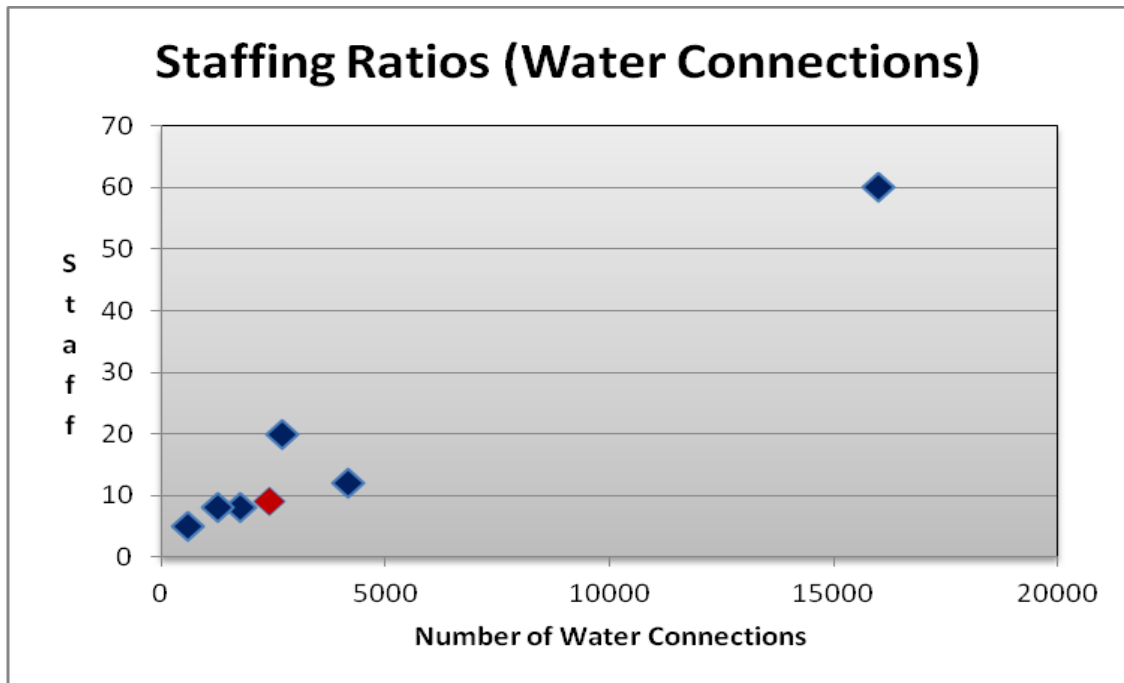
Through discussions with the General Manager and the Board of Directors, the services provided by the District are not expected to increase or expand and the service area is nearly built out so there will be limited increase in population served.

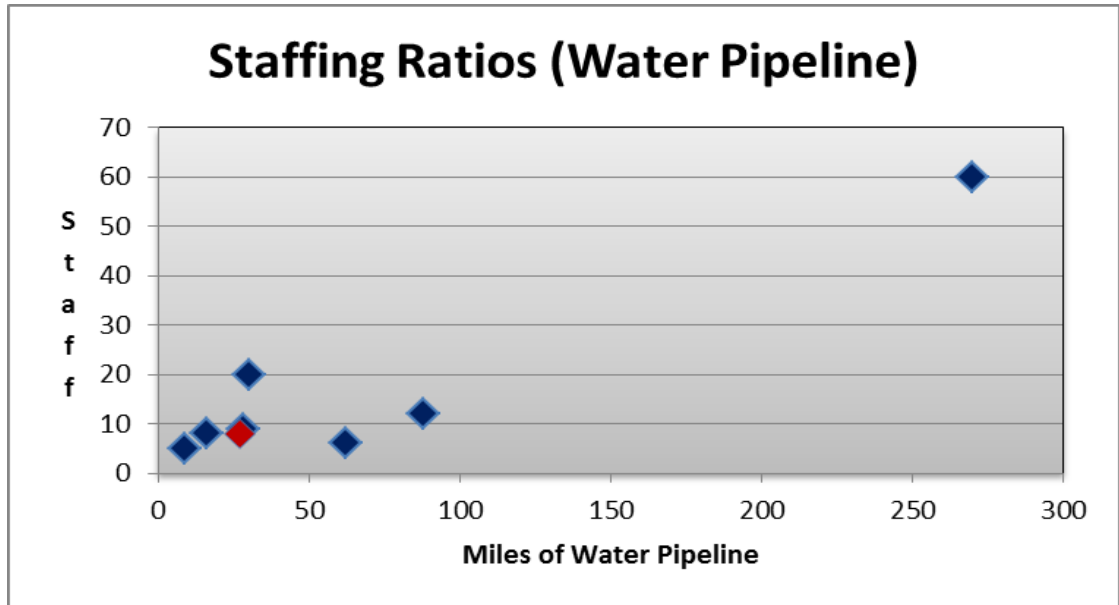
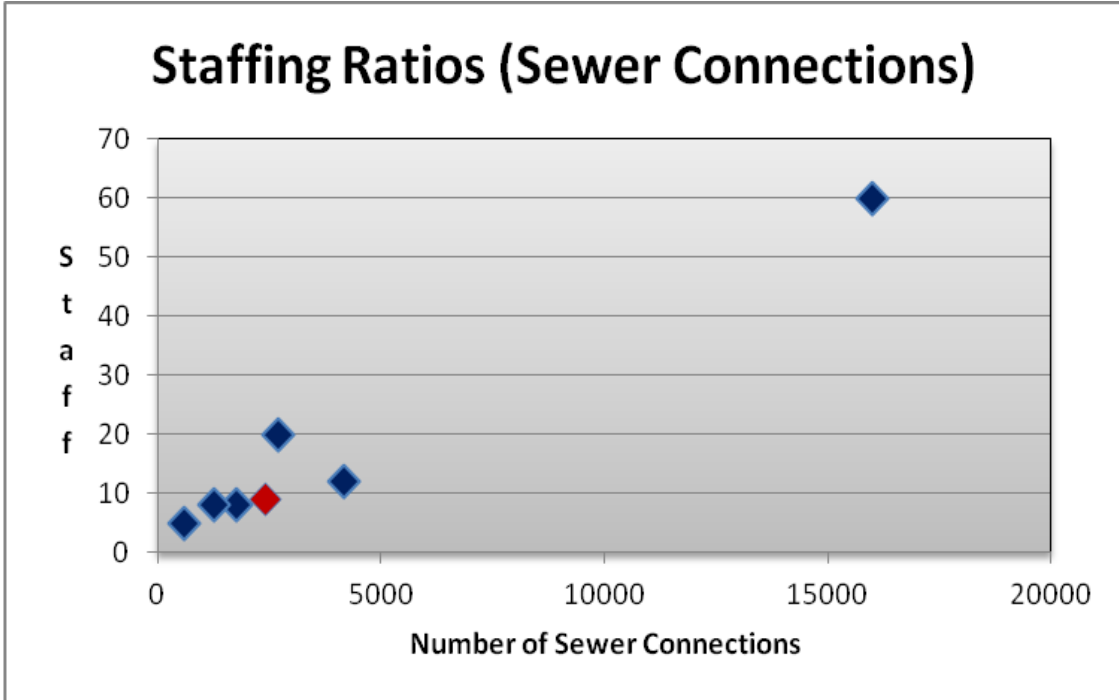
With the unlikeliness that services or service levels will change in the future, the greatest challenge the District faces pertain to regulatory compliance, ensuring a continued source of water for the future, and ensuring that District projects are completed in a timely and efficient manner. Overall, the District has good relationships with other agencies, is financially sound, and has the trust of the public as apparent from the lack of Board meeting attendance and limited customer complaints.

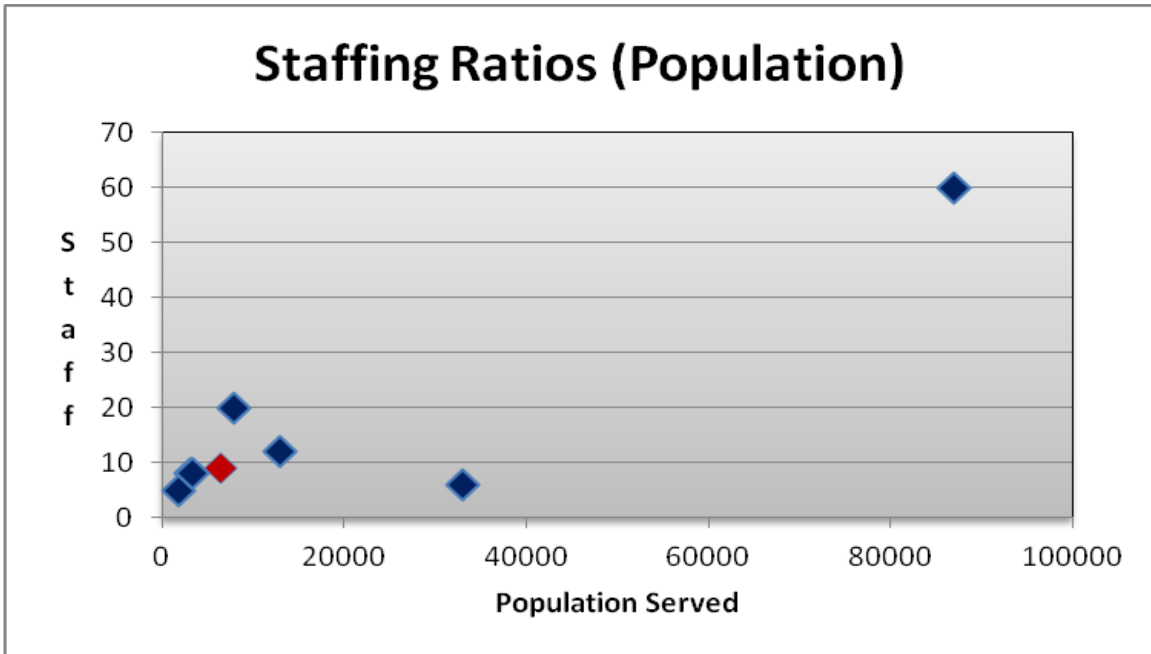
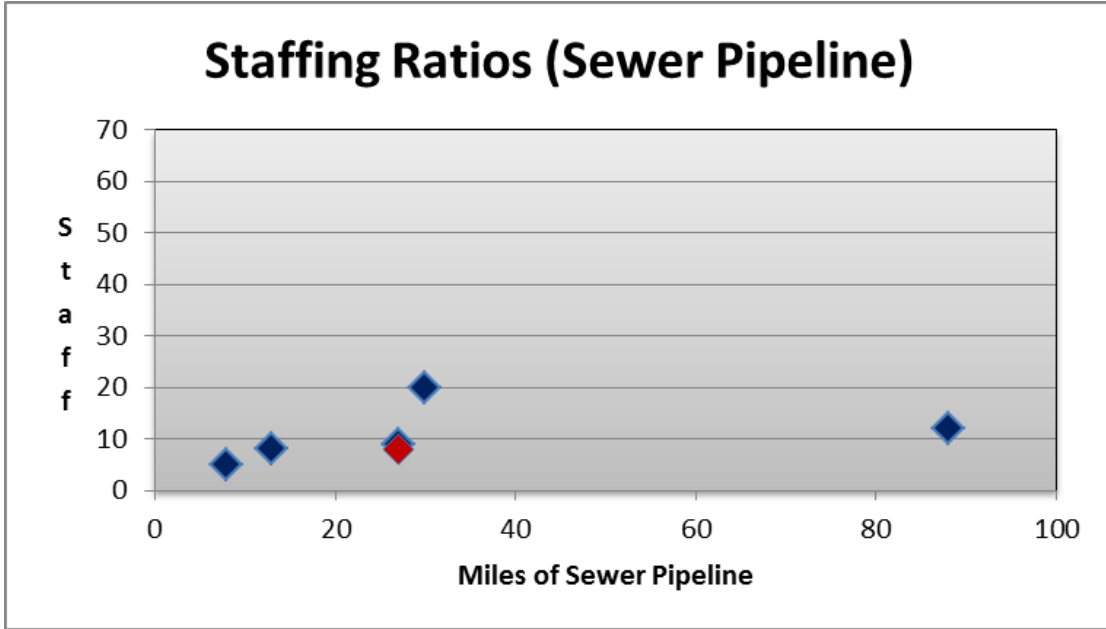
FINDINGS AND RECOMMENDATIONS

With respect to staffing levels, the District appears to be appropriately staffed. While operational data was collected and compared to the survey agencies, it is difficult to make an exact comparison because there may be programs and services that one agency provides that another does not. Bryce collected and analyzed staffing ratios to the number of water and sewer connections, miles of pipeline, and population served. However, the best indication of whether an agency is staffed appropriately is whether they are dependent on consultants for day-to-day operational needs, whether tasks are failing to get accomplished, or whether critical functions are not being performed

to the level they should, creating a potential liability for the District. Based on feedback from employees, management and the Board of Directors, there does not appear to be any significant gaps in services, the District has an appropriate blend of using contract staff to supplement the expertise of in-house staff; and while employees experience times when the workload is great, it is cyclical and overall, they are able to accomplish their tasks. Staff did report that there are projects that have been budgeted and not completed and concerns were raised about the impact to the District's infrastructure as a result of the delays. The vast majority of the project planning, preparation of Requests for Proposals, review and analysis of proposals, and ongoing project management falls to the General Manager. This is mostly due to the incumbent's area of expertise and a lack of engineering experience required of other positions. As displayed in the tables below and on the following pages, the District is consistent with the survey agencies in terms of staffing ratios.







While the District is appropriately staffed, the work is not necessarily at the appropriate level. As the District experiences retirements in the next few years, it is recommended that some of the positions be filled differently so that the work can be more appropriately and evenly dispersed. Below and on the following pages are the recommendations for the District by department.

Administrative Services

It is not uncommon to find administrative functions under the direction of one manager, including Finance, Human Resources, Information Technology and Risk Management, similar to the structure at the District. In terms of staffing or organizational changes, Bryce does not recommend any changes in the assignment of duties, number of staff, or reporting relationships. However, the title of Office Manager is somewhat archaic and does not reflect the level of work performed by the position and a more appropriate title would be Administrative Services Manager.

In terms of the Customer Service Representative II/Water Conservation Coordinator classification, Bryce was specifically asked to determine whether the water conservation duties and responsibilities warrant a change in job title, job description or salary. The District has already modified the title and description to include duties specific to the water conservation program. In addition, possession of a Water Use Efficiency certification has been added as a possible requirement for the position. Bryce reviewed the compensation study results for this position and most of the survey agencies have not assigned water conservation program responsibilities to this classification. Some agencies have a separate classification that performs program administration; however, the classifications are at a much higher level with responsibility for program development, administration, water resource analysis, and legislative analysis, requiring a Bachelor's degree. The District's Customer Service Representative II class is not required to perform at that higher level. The duties related to water conservation are more specific to participating in regional groups, issuing rebates, and providing information to customers on water conservation measures. While the survey agencies have not assigned those duties to this classification, the level of work performed related to the water conservation program are at a similar level as the duties performed related to customer service. Bryce does not recommend any further modification to the title or job description and it is recommended that the salary be based on the market data collected for the classification.

With respect to the Customer Service Representative I, the job description is not provided in the handbook. It is recommended that the District include all job descriptions, regardless of whether a position is budgeted so that employees are able to understand the differences between the classifications, and are able to see what other classifications are available at the District and the duties and requirements for each. It is recommended that a key difference between the I and II level be that while the I can assist with conservation duties, the II level has a greater level of

responsibility for program elements, in addition to possessing the certification.

Operations and Maintenance

With respect to Operations and Maintenance, it is recommended that the District consider the addition of a Service Person III level that allows for movement with the achievement of additional certifications. It is not uncommon for utility agencies to provide some level of incentive to employees who obtain additional certification. For instance, within the Water Treatment Operator series, agencies typically have multiple levels and incumbents progress through the levels based on the achievement of certification. In addition, many agencies require classifications that perform duties similar to the District's Service Person series to obtain a Collection System Maintenance certification and the District may want to consider adding this certification as a requirement. Currently, the Service Person I requires a Water Distribution Operator's certificate, Grade 1 and a Water Treatment Operator's certificate, Grade 1. The Service Person II requires a Water Distribution Operator's certificate, Grade 2 and Water Treatment Operator's certificate, Grade 2. The Service Person II lists a Grade I Wastewater Collection certificate as desirable. It is recommended that the Service Person I require a Grade I Wastewater Collection certificate and that the Service Person II require a Grade II Wastewater Collection certificate. For the Service Person III, it is recommended that a Water Distribution Operator's certificate, Grade 3, Water Treatment Operator's certificate, Grade 2, and Wastewater Collection certificate, Grade III be required.

With the retirement of the Operations and Maintenance Manager, Bryce has recommended two options for the District's consideration. The intent of the recommendations are to place the work at the appropriate level and provide additional support with respect to project management.

Option #1

Upon the retirement of the Operations and Maintenance Manager, revise the job description and requirements to include a Bachelor's degree in Engineering as well as previous engineering experience. With this modification, the District will better be able to manage construction and engineering projects, environmental issues, and the interpretation and application of regulatory changes and compliance. While most agencies contract out engineering, typically organizations will have a position on staff with engineering expertise to assist with the planning, commissioning and management of projects. The current qualifications for Operations and Maintenance Manager, as displayed below, would most likely not yield a candidate with this level of expertise.

Five years of increasingly responsible experience in operation, maintenance, and repair work in water/wastewater utilities, including three years of supervisory experience; **or**

Completion of an associate in arts degree majoring in water utility science, or related course

work in water/wastewater or utility maintenance and three years of water utility experience, including one year supervisory; **or**

Two years of supervisory experience in water treatment and distribution systems.

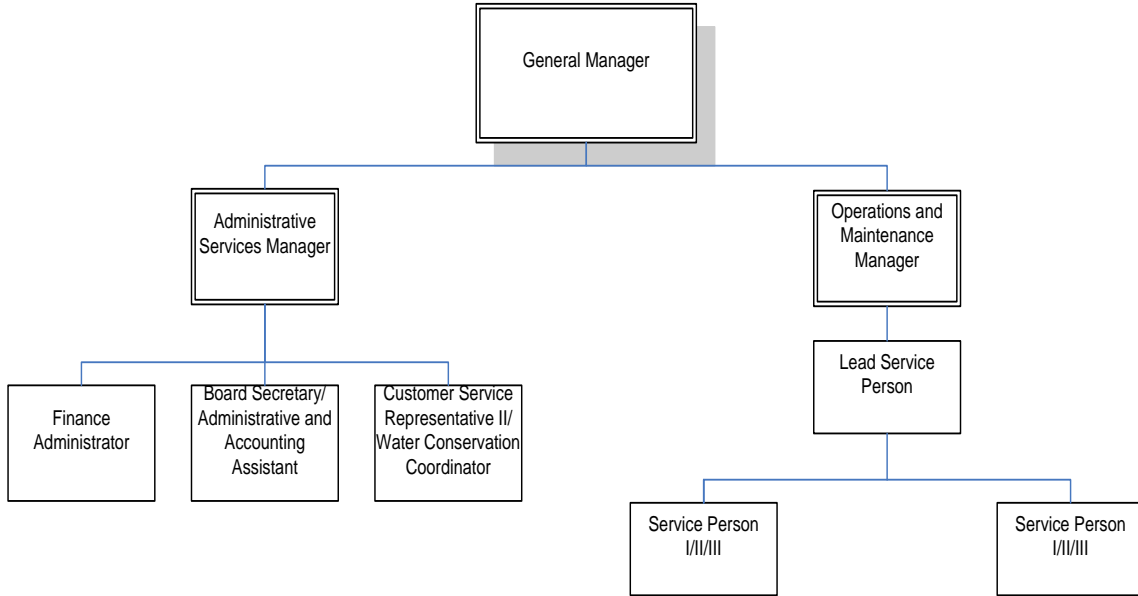
Both Nipomo Community Services District and Templeton Community Services District have a District Engineer and while the positions are not responsible for the management of field operations, it would not be unreasonable to have the field staff report to this position. This option would allow the General Manager to focus more on regional and statewide issues including complex water resources issues. Should the District decide to select this option, with the transition of project management, regulatory and environmental projects and issues to this position, it is recommended that the District create a Lead Service Person classification to assume responsibility for the day-to-day assignment and review of field activities including the ordering of materials. This option places some of the duties currently performed by the General Manager on the Operations and Maintenance Manager and pushes down the lower level work to the Lead. Since the Lead position would be a new classification, it is recommended that the District recruit for the position to ensure the best candidate is appointed. This option also provides the Board of Directors more flexibility in the requirements of the General Manager, as the engineering expertise will lie with the Operations and Maintenance Manager.

Option #2

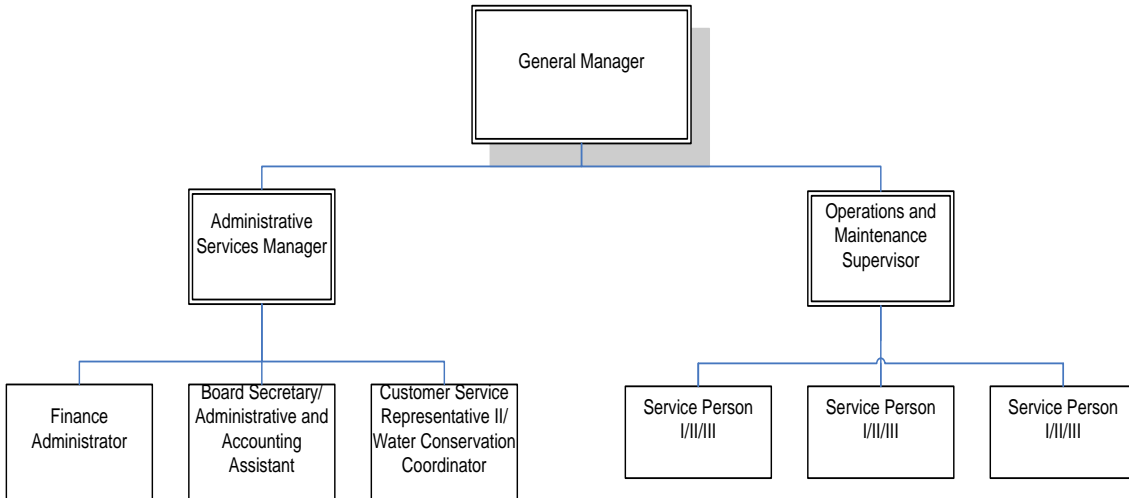
Should the District decide against option #1, a secondary option is to continue to have the General Manager oversee and administer construction and engineering projects, environmental and regulatory issues, and change the Operations and Maintenance Manager classification to a first line supervisor that is responsible for the day-to-day supervision of field operations and activities and assisting with regulatory compliance and budget preparation and administration for field operations. With this option, there is no need for a Lead Service Person position as the supervisor will be responsible for prioritizing, assigning, and reviewing the work of field staff.

The following page provides organizational charts depicting each option.

OPTION #1



OPTION #2



QUALIFICATIONS FOR MANAGEMENT POSITIONS

Lastly, Bryce was asked to review and recommend education, certification and experience requirements for each management position. With respect to the Office Manager, with a recommended title change to Administrative Services Manager, the current requirements are:

Any combination equivalent to education and experience that could likely provide the required knowledge and abilities would be qualifying. A typical way to obtain the knowledge and abilities would be:

Equivalent to completion of a baccalaureate degree in accounting, business administration, or related field, with two years of employment in office administration, and one year of computer network system administration and 12 units of post-secondary computer related classes including networking, and completion of basic supervisory training, *or*

Five years of satisfactory employment by the District in accounts payable, payroll, accounting, or customer service in addition to related course work in accounting, business or office administration and two years of satisfactory employment as a Computer Network System Administrator or equivalent position, and completion of basic supervisory training.

Based on the level of duties performed related to finance and human resources administration, it is recommended that the District require a Bachelor's degree for the position. The District already allows for "any combination of education and experience" so if a candidate were to apply that had a college education but not yet achieved a Bachelor's degree, but demonstrated a significant level of qualifying experience, the District would have the flexibility to hire the applicant. However, without a college education or combination of education and experience, it would be unlikely that a candidate would be able to perform the financial analysis currently performed by the position resulting in the General Manager having to take on a greater role. Furthermore, the duties are heavily focused on finance and the District could contract out for Information Technology support. Therefore, it is recommended that the qualifications be revised to:

Any combination equivalent to education and experience that could likely provide the required knowledge and abilities would be qualifying. A typical way to obtain the knowledge and abilities would be:

Baccalaureate degree in accounting, business administration, or related field *and*

Four years of increasingly responsible accounting experience.

With respect to the Operations and Maintenance Manager, should the District select Option #1, the following is recommended for the classification:

Any combination equivalent to education and experience that could likely provide the required knowledge and abilities would be qualifying. A typical way to obtain the knowledge and abilities would be:

Baccalaureate degree in engineering, preferably civil, **and**

Five years of responsible engineering experience involving the development, maintenance and operation of transmission, treatment and storage facilities, including two years of supervisory responsibility. Registration as an Engineer-in-Training (EIT) or Professional Engineer is desirable.

Should the District select Option #2, the recommended qualifications for the Operations and Maintenance Supervisor are:

Equivalent to completion of the twelfth grade, **and**

Five years of increasingly responsible experience involving the operation, maintenance and repair of water/wastewater utilities.

Currently, the General Manager requires:

Any combination equivalent to education and experience that could likely provide the required knowledge and abilities would be qualifying. A typical way to obtain the knowledge and abilities would be:

Baccalaureate degree in engineering, business administration, public administration or related field required, with an advanced degree or professional engineering license is highly desirable, **and**

A minimum of five years experience with increasing responsibility in public utility water operations including at least two years supervisory experience. Prior experience working for an elected Board of Directors is highly desirable.

While the District is a relatively small organization, the environmental and political issues the District encounters are not that different from larger organizations requiring the General Manager

to effectively and efficiently manage staff; work with regulatory agencies, other utilities, local, and state agencies, community groups, and other key stakeholders; manage complex projects; understand, interpret and apply legislation, rules and regulations; and develop and administer the District's budget. Upon review of the experience requirements, Bryce would recommend increasing the level of experience required, as suggested below, which would provide a greater likelihood that the District would hire a candidate who is able to successfully carry out the functions.

Eight years experience with increasing responsibility in public utility water operations including at least ***four years of management*** experience. Prior experience working for an elected Board of Directors is highly desirable.

**APPENDIX A
DATASHEETS**

Vandenberg Village Community Services District
 Total Compensation Study
 2012

Survey Classification	MEAN									
	Monthly Base Salary			Monthly Total Cash			Monthly Total Compensation			Comparability
	VVCSD Maximum Base Salary	Labor Market Mean Base Salary	% VVCSD Is Above or Below Labor Market Mean	VVCSD Total Cash	Labor Market Mean Total Cash	% VVCSD Is Above or Below Labor Market Mean	VVCSD Total Compensation	Labor Market Mean Total Compensation	% VVCSD Is Above or Below Labor Market Mean	
Board Secretary/Administrative and Accounting Assistant	\$4,744	\$5,030	-6.02%	\$5,124	\$5,332	-4.07%	\$6,467	\$6,712	-3.79%	7
Customer Service Representative II/Water Conservation Coordinator	\$4,404	\$3,964	10.00%	\$4,756	\$4,150	12.75%	\$6,094	\$5,634	7.56%	9
Finance Administrator	\$6,534	\$5,834	10.71%	\$7,057	\$6,166	12.63%	\$8,426	\$7,517	10.79%	4
General Manager	\$10,329	\$11,616	-12.46%	\$11,155	\$12,349	-10.70%	\$12,579	\$14,121	-12.26%	10
Office Manager	\$6,757	\$7,564	-11.94%	\$7,298	\$7,928	-8.64%	\$8,670	\$9,577	-10.47%	8
Operations and Maintenance Manager	\$7,747	\$6,635	14.35%	\$8,367	\$6,865	17.95%	\$9,753	\$8,272	15.19%	6
Service Person I	\$4,710	\$3,992	15.25%	\$5,087	\$4,157	18.28%	\$6,429	\$5,629	12.45%	9
Service Person II	\$5,328	\$4,770	10.47%	\$5,754	\$5,005	13.02%	\$7,106	\$6,509	8.40%	10

Overall Average 3.80%

Overall Average 6.40%

Overall Average 3.48%

Vandenberg Village Community Services District
Total Compensation Study
2012

Agency	Classification	Monthly Minimum Base Salary	Monthly Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Retirement Paid by the Employer (\$)	Deferred Compensation	Longevity pay at 10 Years	Monthly Total Cash	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Social Security	Monthly Total Compensation	Comments
Vandenberg Village Community Services District	Board Secretary/Administrative and Accounting Assistant	\$3,717	\$4,744	8.00%	\$380	\$0	\$0	\$5,124	\$0	\$1,140	\$118	\$16	\$69	\$6,467	
City of Buellton	Accounting Technician	\$3,630	\$4,413	7.00%	\$309	\$0	\$100	\$4,822	\$0	\$800	\$375	inc	\$64	\$6,061	
City of Lompoc	Accounting Technician	\$3,102	\$3,771	0.00%	\$0	\$0	\$0	\$3,771	\$0	\$966	\$43	inc	\$55	\$4,835	
City of Solvang	Accounting Technician	\$3,238	\$4,047	4.00%	\$162	\$0	\$0	\$4,209	\$833	inc	inc	inc	\$310	\$5,352	
Goleta Water District	Executive Secretary	\$5,952	\$7,976	6.00%	\$479	\$0	\$399	\$8,853	\$0	\$974	\$54	\$22	\$610	\$10,513	Does not perform accounting duties.
Goleta West Sanitary District	No Comparable Class														Office Manager also serves as Board Secretary.
Heritage Ranch Community Services District	No Comparable Class														
Los Alamos Community Services District	No Comparable Class														Office Manager also serves as Board Secretary.
Mission Hills Community Services District	Board Secretary/Administrative Assistant	\$4,113	\$5,141	0.00%	\$0	\$154	\$0	\$5,296	\$0	\$630	\$36	inc	\$393	\$6,355	Does not perform accounting duties.
Nipomo Community Services District	Secretary/Clerk	\$2,820	\$3,428	0.00%	\$0	\$0	\$0	\$3,428	\$0	\$1,517	\$181	\$31	\$50	\$5,207	Does not perform accounting duties.
Templeton Community Services District	Board Secretary/Assistant to the General Manager	\$5,555	\$6,432	8.00%	\$515	\$0	\$0	\$6,947	\$167	\$1,052	inc	inc	\$492	\$8,658	BA required; Coordinates HR functions and participates in budget development.

Labor Market Mean	\$5,030
% VVCSD is Above or Below Mean	-6.02%
# Of Comparable Matches	7

Labor Market Mean	\$5,332
% VVCSD is Above or Below Mean	-4.07%

Labor Market Mean	\$6,712
% VVCSD is Above or Below Mean	-3.79%

ACWA Survey Results	
Labor Market Mean	\$4,732
% VVCSD is Above or Below Mean	-2.47%
# Of Comparable Matches	7

Nipomo CSD- Longevity is offered at Year 15

Vandenberg Village Community Services District
Total Compensation Study
2012

Agency	Classification	Monthly Minimum Base Salary	Monthly Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Longevity pay at 10 Years	Monthly Total Cash	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Social Security	Monthly Total Compensation	Comments
Vandenberg Village Community Services District	Customer Service Representative II/Water Conservation Coordinator	\$3,452	\$4,404	8.00%	\$352	\$0	\$0	\$4,756	\$0	\$1,140	\$118	\$16	\$64	\$6,094	
City of Buellton	No Comparable Class														
City of Lompoc	Senior Treasury Clerk	\$2,729	\$3,317	0.00%	\$0	\$0	\$0	\$3,317	\$0	\$966	\$43	inc	\$48	\$4,374	Does not perform conservation duties
City of Solvang	Utility Billing Clerk	\$3,082	\$3,855	4.00%	\$154	\$0	\$0	\$4,009	\$833	inc	inc	inc	\$295	\$5,137	Does not perform conservation duties
Goleta Water District	Customer Service Representative II	\$3,632	\$4,867	6.00%	\$292	\$0	\$243	\$5,402	\$0	\$974	\$54	\$22	\$372	\$6,825	Does not perform conservation duties
Goleta West Sanitary District	Clerk II	\$3,811	\$4,633	7.00%	\$324	\$0	\$0	\$4,957	\$0	\$1,675	\$167	inc	\$354	\$7,154	Also performs clerical accounting duties; does not perform conservation duties
Heritage Ranch Community Services District	Office Assistant I	\$3,194	\$3,883	6.00%	\$233	\$0	\$0	\$4,116	\$0	\$1,103	\$83	inc	\$56	\$5,358	Only use I level; does not perform conservation duties
Los Alamos Community Services District	Customer Service Representative I	\$2,324	\$2,974	0.00%	\$0	\$0	\$0	\$2,974	\$0	\$1,578	\$188	\$20	\$228	\$4,988	Only level; Part Time position- Salary reflects full time position; does not perform conservation duties
Mission Hills Community Services District	Customer Service Representative II	\$3,609	\$4,511	0.00%	\$0	\$135	\$0	\$4,647	\$0	\$630	\$36	inc	\$345	\$5,658	Does not perform conservation duties
Nipomo Community Services District	Billing Clerk	\$3,265	\$3,968	0.00%	\$0	\$0	\$0	\$3,968	\$0	\$1,517	\$181	\$31	\$58	\$5,755	Does not perform conservation duties
Templeton Community Services District	Billing Specialist	\$3,165	\$3,664	8.00%	\$293	\$0	\$0	\$3,957	\$167	\$1,052	inc	inc	\$280	\$5,457	Does not perform conservation duties

Labor Market Mean	\$3,964
% VVCSD is Above or Below Mean	10.00%
# Of Comparable Matches	9

Labor Market Mean	\$4,150
% VVCSD is Above or Below Mean	12.75%

Labor Market Mean	\$5,634
% VVCSD is Above or Below Mean	7.56%

ACWA Survey Results	
Labor Market Mean	\$4,215
% VVCSD is Above or Below Mean	1.68%
# Of Comparable Matches	10

Goleta West Sanitary District- Longevity is offered at Year 15
Goleta West Sanitary District- PERS pick-up is at 5 years of service
Nipomo CSD- Longevity is offered at Year 15

Vandenberg Village Community Services District
Total Compensation Study
2012

Agency	Classification	Monthly Minimum Base Salary	Monthly Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Longevity pay at 10 Years	Monthly Total Cash	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Social Security	Monthly Total Compensation	Comments
Vandenberg Village Community Services District	Finance Administrator	\$5,120	\$6,534	8.00%	\$523	\$0	\$0	\$7,057	\$0	\$1,140	\$118	\$16	\$95	\$8,426	
City of Buellton	No Comparable Class														Finance Director and Accounting Technicians only
City of Lompoc	Accountant	\$4,330	\$5,263	0.00%	\$0	\$0	\$0	\$5,263	\$0	\$966	\$43	inc	\$76	\$6,349	
City of Solvang	No Comparable Class														
Goleta Water District	Accountant	\$4,792	\$6,421	6.00%	\$385	\$0	\$321	\$7,128	\$0	\$974	\$54	\$22	\$491	\$8,669	
Goleta West Sanitary District	No Comparable Class														
Heritage Ranch Community Services District	No Comparable Class														
Los Alamos Community Services District	No Comparable Class														
Mission Hills Community Services District	District Accountant	\$4,991	\$6,239	0.00%	\$0	\$187	\$0	\$6,426	\$0	\$630	\$36	inc	\$477	\$7,569	
Nipomo Community Services District	No Comparable Class														
Templeton Community Services District	Finance Analyst	\$4,677	\$5,413	8.00%	\$433	\$0	\$0	\$5,846	\$167	\$1,052	inc	inc	\$414	\$7,479	

Labor Market Mean	\$5,834
% VVCSD is Above or Below Mean	10.71%
# Of Comparable Matches	4

Labor Market Mean	\$6,166
% VVCSD is Above or Below Mean	12.63%

Labor Market Mean	\$7,517
% VVCSD is Above or Below Mean	10.79%

ACWA Survey Results	
Labor Market Mean	\$5,863
% VVCSD is Above or Below Mean	7.83%
# Of Comparable Matches	---

The data for this class was compiled after ACWA removed access to the database. The results were provided by ACWA by County rather than agency; therefore, we cannot identify the number of agencies within each County with a comparable class

Vandenberg Village Community Services District
Total Compensation Study
2012

Agency	Classification	Monthly Minimum Base Salary	Monthly Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Longevity pay at 10 Years	Monthly Total Cash	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Social Security	Monthly Total Compensation	Comments
Vandenberg Village Community Services District	General Manager	\$10,329	\$10,329	8.00%	\$826	\$0	\$0	\$11,155	\$0	\$1,140	\$118	\$16	\$150	\$12,579	
City of Buellton	City Manager	\$11,667	\$11,667	7.00%	\$817	\$0	\$100	\$12,583	\$0	\$800	\$375	inc	\$169	\$13,928	18 FTEs- No Police/No Fire
City of Lompoc	Utilities Director	\$8,632	\$11,678	0.00%	\$0	\$0	\$0	\$11,678	\$0	\$966	\$43	inc	\$169	\$12,857	Over water, wastewater and electric utilities
City of Solvang	City Manager	\$12,688	\$12,688	4.00%	\$508	\$0	\$0	\$13,195	\$833	inc	inc	inc	\$971	\$14,999	34 FTEs - No Police/ No Fire
Goleta Water District	General Manager	\$16,657	\$16,657	6.00%	\$999	\$1,000	\$833	\$19,490	\$0	\$974	\$54	\$22	\$810	\$21,350	
Goleta West Sanitary District	General Manager	\$12,135	\$12,135	7.00%	\$849	\$0	\$0	\$12,984	\$0	\$1,675	\$167	inc	\$745	\$15,571	
Heritage Ranch Community Services District	General Manager	\$10,729	\$10,729	6.00%	\$644	\$0	\$0	\$11,373	\$0	\$1,103	\$83	inc	\$156	\$12,714	
Los Alamos Community Services District	General Manager	\$5,992	\$7,672	0.00%	\$0	\$0	\$0	\$7,672	\$0	\$1,578	\$188	\$20	\$587	\$10,045	
Mission Hills Community Services District	General Manager	\$11,449	\$11,449	0.00%	\$0	\$343	\$0	\$11,792	\$0	\$630	\$36	inc	\$735	\$13,193	
Nipomo Community Services District	General Manager	\$11,899	\$11,899	4.00%	\$476	\$0	\$0	\$12,375	\$0	\$1,517	\$181	\$31	\$173	\$14,277	
Templeton Community Services District	General Manager	\$9,583	\$9,583	8.00%	\$767	\$0	\$0	\$10,350	\$167	\$1,052	inc	inc	\$708	\$12,277	

Labor Market Mean	\$11,616
% VVCSD is Above or Below Mean	-12.46%
# Of Comparable Matches	10

Labor Market Mean	\$12,349
% VVCSD is Above or Below Mean	-10.70%

Labor Market Mean	\$14,121
% VVCSD is Above or Below Mean	-12.26%

ACWA Survey Results	
Labor Market Mean	\$13,586
% VVCSD is Above or Below Mean	-35.11%
# Of Comparable Matches	15

Goleta West Sanitary District- Longevity is offered at Year 15
Goleta West Sanitary District- PERS pick-up is at 5 years of service
Nipomo CSD- Longevity is offered at Year 15

Vandenberg Village Community Services District
Total Compensation Study
2012

Agency	Classification	Monthly Minimum Base Salary	Monthly Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Longevity pay at 10 Years	Monthly Total Cash	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Social Security	Monthly Total Compensation	Comments
Vandenberg Village Community Services District	Office Manager	\$5,294	\$6,757	8.00%	\$541	\$0	\$0	\$7,298	\$0	\$1,140	\$118	\$16	\$98	\$8,670	
City of Buellton	Finance Director	\$6,955	\$8,519	7.00%	\$596	\$0	\$100	\$9,215	\$0	\$800	\$375	inc	\$124	\$10,514	Supervises 2 staff
City of Lompoc	Financial Services Manager	\$7,199	\$8,750	0.00%	\$0	\$0	\$0	\$8,750	\$0	\$966	\$43	inc	\$127	\$9,886	Supervises 5 staff
City of Solvang	Accounting Supervisor	\$4,247	\$5,311	4.00%	\$212	\$0	\$0	\$5,523	\$833	inc	inc	inc	\$406	\$6,763	Supervises 3 staff; No BA required
Goleta Water District	Controller	\$7,677	\$10,288	6.00%	\$617	\$0	\$514	\$11,420	\$0	\$974	\$54	\$22	\$718	\$13,188	
Goleta West Sanitary District	Office Manager	\$5,675	\$6,897	7.00%	\$483	\$0	\$0	\$7,380	\$0	\$1,675	\$167	inc	\$528	\$9,750	No BA required; also serves as Secretary to the Board
Heritage Ranch Community Services District	Finance Manager	\$6,577	\$6,577	6.00%	\$395	\$0	\$0	\$6,972	\$0	\$1,103	\$83	\$0	\$95	\$8,253	
Los Alamos Community Services District	Office Manager	\$4,774	\$6,112	0.00%	\$0	\$0	\$0	\$6,112	\$0	\$1,578	\$188	\$20	\$468	\$8,366	No BA required; also serves as Secretary to the Board; Part Time position- Salary reflects full time position.
Mission Hills Community Services District	No Comparable Class														
Nipomo Community Services District	Finance Director/AGM	\$6,626	\$8,054	0.00%	\$0	\$0	\$0	\$8,054	\$0	\$1,517	\$181	\$31	\$117	\$9,900	
Templeton Community Services District	No Comparable Class														

Labor Market Mean	\$7,564
% VVCSD is Above or Below Mean	-11.94%
# Of Comparable Matches	8

Labor Market Mean	\$7,928
% VVCSD is Above or Below Mean	-8.64%

Labor Market Mean	\$9,577
% VVCSD is Above or Below Mean	-10.47%

ACWA Survey Results	
Labor Market Mean	\$9,762
% VVCSD is Above or Below Mean	-48.42%
# Of Comparable Matches	3

Goleta West Sanitary District- Longevity is offered at Year 15
Goleta West Sanitary District- PERS pick-up is at 5 years of service
Nipomo CSD- Longevity is offered at Year 15

Vandenberg Village Community Services District
 Total Compensation Study
 2012

Agency	Classification	Monthly Minimum Base Salary	Monthly Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Longevity pay at 10 Years	Monthly Total Cash	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Social Security	Monthly Total Compensation	Comments
Vandenberg Village Community Services District	Operations and Maintenance Manager	\$6,070	\$7,747	8.00%	\$620	\$0	\$0	\$8,367	\$0	\$1,140	\$118	\$16	\$112	\$9,753	Grade 3 Water Treatment; Grade 3 Water Distribution; Grade 2 Wastewater Collection Systems Certificate.
City of Buellton	No Comparable Class														
City of Lompoc	Water Distribution Supervisor	\$4,579	\$5,565	0.00%	\$0	\$0	\$0	\$5,565	\$0	\$966	\$43	inc	\$81	\$6,655	Grade 3 Water Distribution Operator certificate
City of Solvang	Water Supervisor	\$5,174	\$6,467	4.00%	\$259	\$0	\$0	\$6,726	\$833	inc	inc	inc	\$495	\$8,053	Grade 3 Water Treatment; AWWA Grade 2 Distribution Certificate
Goleta Water District	No Comparable Class														
Goleta West Sanitary District	No Comparable Class														
Heritage Ranch Community Services District	Operations Supervisor	\$5,464	\$6,641	6.00%	\$398	\$0	\$0	\$7,039	\$0	\$1,103	\$83	inc	\$96	\$8,322	Grade 3 Water Treatment; Grade 2 Water Distribution; Grade 2 Wastewater Treatment required within 2 years or equivalent education and experience
Los Alamos Community Services District	No Comparable Class														
Mission Hills Community Services District	Operations Superintendent	\$5,479	\$6,849	0.00%	\$0	\$205	\$0	\$7,054	\$0	\$630	\$36	inc	\$524	\$8,244	Grade II Water Treatment; Grade 3 Water Distribution; Grade II Wastewater Treatment
Nipomo Community Services District	Utilities Superintendent	\$6,464	\$7,857	0.00%	\$0	\$0	\$0	\$7,857	\$0	\$1,517	\$181	\$31	\$114	\$9,700	Grade 2 Water Treatment; Grade 3 Water Distribution; Grade 2 Wastewater Treatment; Grade 2 Collection Systems Maintenance Certificate
Templeton Community Services District	Utilities Supervisor	\$5,555	\$6,432	8.00%	\$515	\$0	\$0	\$6,947	\$167	\$1,052	inc	inc	\$492	\$8,658	Grade 2 Wastewater Treatment; Grade 3 Water Treatment; Grade 2 Water Distribution: if employee only possesses one certificate at the time of hire, written proof from the appropriate authority of passing the exam for the additional certificate must be provided within 18 months of hire

Labor Market Mean	\$6,635
% VVCSD is Above or Below Mean	14.35%
# Of Comparable Matches	6

Labor Market Mean	\$6,865
% VVCSD is Above or Below Mean	17.95%

Labor Market Mean	\$8,272
% VVCSD is Above or Below Mean	15.19%

ACWA Survey Results	
Labor Market Mean	\$7,932
% VVCSD is Above or Below Mean	-5.18%
# Of Comparable Matches	5

Nipomo CSD- Longevity is offered at Year 15

Vandenberg Village Community Services District
Total Compensation Study
2012

Agency	Classification	Monthly Minimum Base Salary	Monthly Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Longevity pay at 10 Years	Monthly Total Cash	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Social Security	Monthly Total Compensation	Comments
Vandenberg Village Community Services District	Service Person I	\$3,691	\$4,710	8.00%	\$377	\$0	\$0	\$5,087	\$0	\$1,140	\$118	\$16	\$68	\$6,429	Grade 1 Water Treatment; Grade 1 Water Distribution within 12 months
City of Buellton	Maintenance/Utility Field Worker I	\$2,907	\$3,513	7.00%	\$246	\$0	\$100	\$3,859	\$0	\$800	\$375	inc	\$51	\$5,085	Grade 1 Water Treatment or Grade 1 Wastewater Treatment within first year; Grade 1 Water Distribution receives additional \$100 per month which has been added to the salary
City of Lompoc	Water Distribution Operator	\$3,107	\$3,777	0.00%	\$0	\$0	\$0	\$3,777	\$0	\$966	\$43	inc	\$55	\$4,841	Grade 1 Water Distribution
City of Solvang	Water Operator I	\$3,319	\$4,143	4.00%	\$166	\$0	\$0	\$4,308	\$833	inc	inc	inc	\$317	\$5,458	Grade 1 Water Treatment within 2 years; AWWA Grade 1 Distribution Certificate
Goleta Water District	No Comparable Class														
Goleta West Sanitary District	Utility Worker I	\$3,736	\$4,541	7.00%	\$318	\$0	\$0	\$4,859	\$0	\$1,675	\$167	inc	\$347	\$7,049	No certification requirements
Heritage Ranch Community Services District	Treatment Operator I	\$3,608	\$4,385	6.00%	\$263	\$0	\$0	\$4,648	\$0	\$1,103	\$83	inc	\$64	\$5,898	Grade 1 Water Treatment; Grade 1 Water Distribution; and/or Grade 1 Wastewater Treatment
Los Alamos Community Services District	Operator I	\$3,323	\$4,252	0.00%	\$0	\$0	\$0	\$4,252	\$0	\$1,578	\$188	\$20	\$325	\$6,364	Wastewater Treatment Operator I and Water Distribution 2
Mission Hills Community Services District	Water and Wastewater Operator I	\$3,584	\$4,480	0.00%	\$0	\$134	\$0	\$4,614	\$0	\$630	\$36	inc	\$343	\$5,623	Grade 1 Water Treatment 1, Distribution 1 and Wastewater Treatment I
Nipomo Community Services District	Utility Worker	\$2,961	\$3,599	0.00%	\$0	\$0	\$0	\$3,599	\$0	\$1,517	\$181	\$31	\$52	\$5,380	Grade 1 Water Distribution; Grade 1 Wastewater Collection System Maintenance within 12 months
Templeton Community Services District	Field Maintenance Worker	\$2,721	\$3,238	8.00%	\$259	\$0	\$0	\$3,497	\$167	\$1,052	inc	inc	\$248	\$4,964	Water Treatment Operator 1, Wastewater Treatment 1 within 2 years

Labor Market Mean	\$3,992
% VVCSD is Above or Below Mean	15.25%
# Of Comparable Matches	9

Labor Market Mean	\$4,157
% VVCSD is Above or Below Mean	18.28%

Labor Market Mean	\$5,629
% VVCSD is Above or Below Mean	12.45%

ACWA Survey Results	
Labor Market Mean	\$4,928
% VVCSD is Above or Below Mean	-7.49%
# Of Comparable Matches	7

Goleta West Sanitary District- Longevity is offered at Year 15
 Goleta West Sanitary District- PERS pick-up is at 5 years of service
 Nipomo CSD- Longevity is offered at Year 15

Vandenberg Village Community Services District
Total Compensation Study
2012

Agency	Classification	Monthly Minimum Base Salary	Monthly Maximum Base Salary	Employee's Portion of Retirement Paid by the Employer (%)	Employee's Portion of Retirement Paid by the Employer (\$)	Deferred Compensation	Longevity pay at 10 Years	Monthly Total Cash	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Social Security	Monthly Total Compensation	Comments
Vandenberg Village Community Services District	Service Person II	\$4,175	\$5,328	8.00%	\$426	\$0	\$0	\$5,754	\$0	\$1,140	\$118	\$16	\$77	\$7,106	Grade 2 Water Treatment; Grade 2 Water Distribution; Grade 1 Wastewater Collection Systems is desirable.
City of Buellton	Maintenance/Utility Field Worker II	\$3,513	\$4,185	7.00%	\$293	\$0	\$100	\$4,578	\$0	\$800	\$375	inc	\$61	\$5,814	Broad class; Grade 2 Water Treatment or Grade 2 Wastewater Treatment; Grade 2 Water Distribution-receive additional \$100/month which has been added to the salary
City of Lompoc	Water Plant Operator I	\$3,509	\$4,265	0.00%	\$0	\$0	\$0	\$4,265	\$0	\$966	\$43	inc	\$62	\$5,336	Grade 2 Water Treatment
City of Solvang	Water Operator II	\$3,489	\$4,356	4.00%	\$174	\$0	\$0	\$4,530	\$833	inc	inc	inc	\$333	\$5,696	Grade 2 Water Treatment; AWWA Grade 1 Distribution Certificate
Goleta Water District	Water Treatment Operator I	\$4,212	\$5,644	6.00%	\$339	\$0	\$282	\$6,265	\$0	\$974	\$54	\$22	\$432	\$7,747	Grade 2 Water Treatment within 2 years.
Goleta West Sanitary District	Utility Worker II	\$4,127	\$5,017	7.00%	\$351	\$0	\$0	\$5,368	\$0	\$1,675	\$167	inc	\$384	\$7,594	Grade 1 Collection System Maintenance Technologist or Grade 1 Mechanical Technologist within 18 months of hire.
Heritage Ranch Community Services District	Treatment Operator II	\$4,077	\$4,956	6.00%	\$297	\$0	\$0	\$5,253	\$0	\$1,103	\$83	inc	\$72	\$6,511	Grade 2 Water Treatment; Grade 1 Water Distribution; and/or Grade 2 Wastewater Treatment
Los Alamos Community Services District	Operator II	\$4,079	\$5,224	0.00%	\$0	\$0	\$0	\$5,224	\$0	\$1,578	\$188	\$20	\$400	\$7,410	Wastewater Treatment Operator II and Water Distribution 2
Mission Hills Community Services District	Water and Wastewater Operator II	\$4,236	\$5,288	0.00%	\$0	\$159	\$0	\$5,446	\$0	\$630	\$36	inc	\$405	\$6,517	Grade 1 Water Treatment 2, Distribution 2 and Wastewater Treatment I
Nipomo Community Services District	Utility Operator	\$3,599	\$4,375	0.00%	\$0	\$0	\$0	\$4,375	\$0	\$1,517	\$181	\$31	\$63	\$6,168	Wastewater Treatment Operator I with a II in 24 months, D2, T1
Templeton Community Services District	Operator II	\$3,614	\$4,392	8.00%	\$351	\$0	\$0	\$4,744	\$167	\$1,052	inc	inc	\$336	\$6,299	Class requires WW Treatment Operator certification

Labor Market Mean	\$4,770
% VVCSD is Above or Below Mean	10.47%
# Of Comparable Matches	10

Labor Market Mean	\$5,005
% VVCSD is Above or Below Mean	13.02%

Labor Market Mean	\$6,509
% VVCSD is Above or Below Mean	8.40%

ACWA Survey Results	
Labor Market Mean	\$5,581
% VVCSD is Above or Below Mean	-7.72%
# Of Comparable Matches	4

Goleta West Sanitary District- Longevity is offered at Year 15
Goleta West Sanitary District- PERS pick-up is at 5 years of service
Nipomo CSD- Longevity is offered at Year 15

APPENDIX B
MISCELLANEOUS BENEFIT DATA

**TABLE B1
General Information**

Survey Agency	Next COLA (Date)	Next COLA (Amount)
<i>Vandenberg Village Community Services District</i>	<i>Current policy links increases to ACWA salary survey and Consumer Price Index (CPI)</i>	<i>TBD</i>
City of Buellton	July 2013	TBD
City of Lompoc	None Scheduled	NA
City of Solvang	Generally July 1 of each year	TBD
Goleta Water District	January 2013	TBD
Goleta West Sanitary District	Generally May of each year	TBD
Heritage Ranch Community Services District	7/1/13-Exec. Mngt 12/1/12- Mngt. TBD-general	3%-Exec. Mngt. 2.58%-Mngt. TBD
Los Alamos Community Services District	None Scheduled	NA
Mission Hills Community Services District	7/1/13	2%
Nipomo Community Services District	7/1/13	TBD
Templeton Community Services District	None Scheduled	NA

**TABLE B2
Retirement Practices**

Survey Agency	Retirement Benefit Formula	Final Compensation Period	Retirement Plan	Employer Contribution	Employer Pick-Up	Social Security and Medicare
<i>Vandenberg Village Community Services District</i>	2.7% @ 55	Single Highest Year	PERS	15.178%	8% of 8%	1.45%
City of Buellton	2% @ 55	Single Highest Year	PERS	12.564%	7% of 7%	1.45%
City of Lompoc ¹	2% @ 60	Final 3 Years	PERS	18.265%	0% of 7%	1.45%
City of Solvang	2.5% @ 55	Final Year	PERS	17.717%	4% of 8%	7.65%
Goleta Water District ¹	2% @ 55	Single Highest Year	PERS	10.238%	6% of 7%	7.65%
Goleta West Sanitary District	2% @ 55	Final Year	PERS	6.819%	7% of 7% After 5 years of service. 0-5 years=3.5% of 7%	7.65%
Heritage Ranch Community Services District	2.5% @ 55	Single Highest Year	PERS	20.497%	6% of 8%	1.45%
Los Alamos Community Services District	2% @ 60	Highest 36 Consecutive Months	PERS	11.591%	0% of 7%	7.65%
Mission Hills Community Services District	None	N/A	None	None 3% into deferred compensation	N/A	7.65%
Nipomo Community Services District	3% @ 60	Final 3 Years	PERS	15.187%	0% of 8%-general 4% of 8% for GM	1.45%
Templeton Community Services District	3% @ 60	Single Highest Year	PERS	23.849%	8% of 8%	7.65%

¹Agencies implemented a second tier with reduced retirement benefit approximately one year ago

TABLE B3
Retiree Health Benefits

Agency	Agency Contribution	Retiree Contribution	Vesting
<i>Vandenberg Village Community Services District</i>	<i>None</i>	<i>NA</i>	<i>NA</i>
City of Buellton	\$800/month Same as active	Excess	No minimum service requirements.
City of Lompoc	Based upon years of service 15 years - 50% Increase is 2.5% for every year with a max at Year 25-75% (also includes dental)	Excess	15 years; 10 years with Lompoc; after 10 years with Lompoc-employee will receive 50% credit for prior service credit with qualifying agency.
City of Solvang	PEMHCA Min. Coverage- \$112	Excess	5 years
Goleta Water District	Same as active rate- PPO- \$838.93 HMO- \$974.11	Excess	5 years
Goleta West Sanitary District	\$1,675/month Same as active	Excess	5 years
Heritage Ranch Community Services District	Based upon years of service 10 years- 50% Increase is 5% for every year with a max at Year 20 - 100%	Excess	5 years with agency; 10 years with PERS
Los Alamos Community Services District	None	NA	NA
Mission Hills Community Services District	None	NA	NA
Nipomo Community Services District	Based upon years of service 10 year- 50% Increase is 5% for every year with a max at Year 20- 100%	Excess	5 years with agency; 10 years with PERS
Templeton Community Services District	\$982.30 Only pays for dependent and spouse	Excess	None; however this is currently under review.

**TABLE B4
Vacation Leave**

Agency	Year 1		Year 5		Year 10		Year 15		Year 20	
	Annual Accrual (hours)	Max Accrual	Annual Accrual (hours)	Max Accrual	Annual Accrual (hours)	Max Accrual	Annual Accrual (hours)	Max Accrual	Annual Accrual (hours)	Max Accrual
<i>Vandenberg Village Community Services District*</i>	80	320	80	320	120	320	120	320	160	320
City of Buellton	80	320	80	320	120	320	160	320	160	320
City of Lompoc	80	160	80	160	120	240	120	240	168	336
City of Solvang	80	240	120	240	120	240	160	240	160	240
Goleta Water District ¹	112	304	152	384	160	400	192	464	192	464
Goleta West Sanitary District	80	160	120	240	160	320	160	320	160	320
Heritage Ranch Community Services District	96	240	96	240	120	240	160	240	160	240
Los Alamos Community Services District ²	80	80	120	120	160	160	160	160	160	160
Mission Hills Community Services District ³	80	80	88	88	128	128	160	160	160	160
Nipomo Community Services District ⁴	80	160	120	240	160	320	160	320	160	320
Templeton Community Services District ⁵	80	160	120	240	120	240	160	320	160	320

*Vandenberg Village CSD – Employees receive 160 hours per year starting at year 16

¹ Goleta Water District- Exempt employees receive 192 hours per year starting at year 1 and beyond.

² Los Alamos CSD- Employees are required to take all of their vacation days and may only carry over unused vacation to maximum of 5 days.

³ Mission Hills CSD- General Manager gets 160 hours at Year 1 and 200 hours from Year 5 and beyond.

⁴ Nipomo CSD- General Manager receives 120 hours at Year 1 and 160 hours at Year 5 and beyond.

⁵ Templeton CSD- General Manager gets 120 hours at Year 1 and beyond.

TABLE B5

Sick, Holiday, and Administrative/Management Leave

Agency	Sick Leave (days per year)	Max Accrual	Holidays (days per year)	Administrative/Management Leave (per year)
<i>Vandenberg Village Community Services District</i>	<i>10</i>	<i>Unlimited</i>	<i>10 plus 1 floating (11)</i>	<i>None</i>
City of Buellton	12	Unlimited	12	8 days - Exempt employees
City of Lompoc	12	Unlimited	11 plus 1 floating (12)	8 days - Exempt Mngt. 6 days – Non-exempt Mngt.
City of Solvang	12	Unlimited	11 plus 1 floating (12)	10 days- Mngt.
Goleta Water District	12	1056 hours	9 plus 1 floating (10)	10 days-General Manager
Goleta West Sanitary District	12	1040 hours	12	7 days- General Manager
Heritage Ranch Community Services District	12	Unlimited	11	5 days- Exec. Mngt.
Los Alamos Community Services District	10	240 hours	10 plus 2 floating (12)	None
Mission Hills Community Services District	12-Mngt. 10-all others	Unlimited-Mngt. 130 days- all others	12	None
Nipomo Community Services District	12	180	12	5 days- Mngt.
Templeton Community Services District	12	Unlimited	12 plus 1 floating (13)	4 days- Mngt. and Supervisory

**TABLE B6
Miscellaneous Policies – Cash Out**

Agency	Cash/Deferred Compensation in lieu of medical benefits (\$ per month)	Vacation, Sick, Management Leave Cash Out Policies (Does not include leave policies upon separation)
<i>Vandenberg Village Community Services District</i>	<i>75% of lowest premium</i>	<i>None</i>
City of Buellton	\$800 - cash	Vacation leave can be cashed out twice per year with a max of 40 hours each time; must have used 40 hours to cash out during 2nd time. Max of 80 hours
City of Lompoc	None	Exempt Management can cash out up to 8 days of vacation/admin leave. Non-Exempt Management can cash out up to 6 days of unused vacation/admin leave Sick Leave Incentive- if use less than 3 days of sick leave per year- \$300/year
City of Solvang	\$519 - cash	Vacation leave can be cashed out once per year; max of 40 hours cashed out; must use 40 and maintain 80 hours. Can Convert maximum of 80 hours of sick leave to vacation leave if have 240 hours of sick and subject to the max of 280 hour cap on vacation
Goleta Water District	None	Can request cash for ½ of what is taken. (i.e. use 40 hours and request payout for 20 hours). No max and can do this on an unlimited basis.
Goleta West Sanitary District	None	Sick/vacation leave- accruals beyond max accumulation rate will be paid out annually.
Heritage Ranch Community Services District	\$200 - cash	Only provide cash for any accrued vacation leave which the employee would otherwise lose, because it is not practical for the District to have the employee on vacation, shall be paid at the then hourly rate earned by the employee on the basis of straight time wages.
Los Alamos Community Services District	None	None
Mission Hills Community Services District	\$504 - cash	None
Nipomo Community Services District	None	None
Templeton Community Services District	None	Employees can cash out up to 40 hours of vacation per year.

TABLE B7
Miscellaneous Policies – Pay For Performance

Agency	
<i>Vandenberg Village Community Services District</i>	<p align="center"><i>Performance and Incentive Pay</i></p> <p align="center"><i>General Manager may recognize employee performance which clearly exceeds the performance levels and scope of duties of an individual job description, or to honor or celebrate group achievements. Individual performance awards are limited to 5% of base pay and budgeted funds (Resolution 136-98, adopted June 4, 1998).</i></p>
City of Buellton	None
City of Lompoc	None
City of Solvang	None
Goleta Water District	None
Goleta West Sanitary District	None
Heritage Ranch Community Services District	None
Los Alamos Community Services District	Annual Merit Increase
Mission Hills Community Services District	None
Nipomo Community Services District	None
Templeton Community Services District	None

TABLE B8
Miscellaneous Policies – Furloughs and Benefits

Agency	Furloughs	Reducing Benefits
<i>Vandenberg Village Community Services District</i>	None	No
City of Buellton	None	No
City of Lompoc	8 days through June 2013	Yes- Looking at increasing employee contribution towards health insurance premiums and reducing the employer pick up of PERS contribution.
City of Solvang	None	No
Goleta Water District	None	No
Goleta West Sanitary District	None	No
Heritage Ranch Community Services District	Management - yes; 1 day per month	Yes- employee contribution to pension and employee cost share of medical insurance is possible.
Los Alamos Community Services District	None	No
Mission Hills Community Services District	None	No
Nipomo Community Services District	None	No
Templeton Community Services District	None	No