

# NIPOMO COMMUNITY SERVICES DISTRICT

Wednesday, November 15, 2006

9:00 A. M.

## SPECIAL MEETING NOTICE

### BOARD of DIRECTORS

LARRY VIERHEILIG, PRESIDENT  
MICHAEL WINN, VICE PRESIDENT  
ED EBY, DIRECTOR  
CLIFFORD TROTTER, DIRECTOR  
JUDITH WIRSING, DIRECTOR

### PRINCIPAL STAFF

BRUCE BUEL, GENERAL MANAGER  
LISA BOGNUDA, ASSIST. ADMINISTRATOR  
DONNA JOHNSON, BOARD SECRETARY  
JON SEITZ, GENERAL COUNSEL  
DAN MIGLIAZZO, UTILITY SUPERVISOR

### MEETING LOCATION

District Board Room  
148 S. Wilson Street  
Nipomo, California

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- A. CALL TO ORDER, FLAG SALUTE, AND ROLL CALL
  - B. APPROVE WARRANTS [RECOMMEND APPROVAL]
  - C. RECEIVE PRESENTATION ON DISTRICT SALARY SURVEY FROM KOFF AND ASSOCIATES [ACTION TO BE REQUESTED AT SUBSEQUENT MEETING]
  - D. REVIEW STATUS OF NIPOMO MESA GROUNDWATER BASIN AND DISCUSS POTENTIAL EDITS TO WATER ALLOCATION ORDINANCE [ACTION TO BE REQUESTED AT SUBSEQUENT MEETING]
  - E. DISCUSS DEVELOPMENT OF WATER ALLOCATION POLICY FOR FUTURE ANNEXATIONS [ACTION TO BE REQUESTED AT SUBSEQUENT MEETING]
  - F. ADJOURN

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\*\*\* End Special Meeting Notice \*\*\*

**NIPOMO COMMUNITY SERVICES DISTRICT  
 WARRANTS NOVEMBER 8, 2006**

**AGENDA ITEM  
 B  
 NOVEMBER 15, 2006**

**HAND WRITTEN CHECKS**

18925	11-08-06	NIPOMO MARKET PLACE	1,983.27
18926	11-08-06	C TROTTER	50.00
18927	11-08-06	E EBY	50.00

**TOTAL COMPUTER  
 CHECKS  
 \$ 58,816.48**

**VOIDED CHECKS**

NONE

**COMPUTER GENERATED CHECKS**

Check Number	Check Date	Vendor Number	Name	Gross Amount	Discount Amount	Net Amount	-----Payment Information----- Invoice #	Description
012812	11/15/06	AQU01	AQUA-METRIC SALES CO.	2356.82	.00	2356.82	14713	METERS
				3248.60	.00	3248.60	14728	METERS
			Check Total.....:	5605.42	.00	5605.42		
012813	11/15/06	ATT01	AT&T/MCI	36.97	.00	36.97	T5707152	PHONE 0161
				149.80	.00	149.80	T5707154	PHONE 1133
				120.03	.00	120.03	T5707155	PHONE 1341
			Check Total.....:	306.80	.00	306.80		
012814	11/15/06	BRE02	BRENNTAG PACIFIC INC.	567.99	.00	567.99	BPI612287	CHLORINE
				672.55	.00	672.55	BPI612288	CHLORINE
			Check Total.....:	1240.54	.00	1240.54		
115	11/15/06	COM01	COMPUTER NETWORK SERVICES	227.50	.00	227.50	NCSD 0610	COMPUTER SUPPORT
012816	11/15/06	CRE01	CREEK ENVIRONMENTAL LABS	200.00	.00	200.00	N6447	TOWN WWTP LAB
				24.00	.00	24.00	N6509	BL WWTP LAB
			Check Total.....:	224.00	.00	224.00		
012817	11/15/06	CSU01	UNIVERSITY ENTERPRISES,	96.52	.00	96.52	GERMAN	GERMAN WWTP BOOKS VOL. 1/W
				88.26	.00	88.26	MOTLEY	MOTLEY ENROLLMENT & BOOK
			Check Total.....:	184.78	.00	184.78		
012818	11/15/06	CUL02	CULLIGAN WATER CONDITION	26.42	.00	26.42	103106	DELIVERY
012819	11/15/06	DEP03	DEPT OF HEALTH SERVICES	105.00	.00	105.00	010107	WATER TREATMENT CERT RENE
012820	11/15/06	EBY01	EBY, ED	100.00	.00	100.00	111506	SPECIAL BD MEETING 111506
012821	11/15/06	GAR01	GARING TAYLOR & ASSOC	6072.50	.00	6072.50	6776	MARIA VISTA
				113.50	.00	113.50	6777	GRADING PLANS FOR SHOP EX
			Check Total.....:	6186.00	.00	6186.00		
012822	11/15/06	GRO01	GROENIGER & CO	73.61	.00	73.61	623650SM	FIRE HYDRANT SUPPLIES
				439.58	.00	439.58	626274SM	HYDRANT SUPPLIES
				477.80	.00	477.80	626276SM	METER BOXES
				424.71	.00	424.71	626277SM	METER SUPPLIES
				256.95	.00	256.95	626280SM	SUPPLIES
			Check Total.....:	1672.65	.00	1672.65		
012823	11/15/06	IRO01	IRON MOUNTAIN RECORDS MGT	25.52	.00	25.52	FU87399	DOCUMENT SHREDDING
012824	11/15/06	JUS01	JUSTIFACTS CREDENTIAL	60.00	.00	60.00	124024	BACKGROUND CHECK FEE
012825	11/15/06	NIP01	NIPOMO ACE HARDWARE INC	469.62	.00	469.62	605120+	SUPPLIES
012826	11/15/06	NIP05	NIPOMO CHAMBER OF COMMERC	80.00	.00	80.00	111506	MEMBERSHIP DUES
012827	11/15/06	PGE01	P G & E	37894.85	.00	37894.85	103106	ELECTRICITY
328	11/15/06	REL01	RELIABLE	74.57	.00	74.57	YPX05700	OFFICE SUPPLIES
				16.67	.00	16.67	YPX05701	OFFICE SUPPLIES
			Check Total.....:	91.24	.00	91.24		
012829	11/15/06	SAN09	SAN LUIS MAILING SERVICE	29.23	.00	29.23	31076A	MAILING BILLS

**NIPOMO COMMUNITY SERVICES DISTRICT  
WARRANTS NOVEMBER 8, 2006**

**AGENDA ITEM  
B  
NOVEMBER 15, 2006  
PAGE TWO**

Check Number	Check Date	Vendor Number	Name	Gross Amount	Discount Amount	Net Amount	-----Payment Information----- Invoice #	Description
012829	11/15/06	SAN09	SAN LUIS MAILING SERVICE	110.76	.00	110.76	31076B	POSTAGE FOR BILLS
			Check Total.....:	139.99	.00	139.99		
012830	11/15/06	SNY01	SNYDER LANDSCAPE MAINT CO	774.08	.00	774.08	368	TRACT 2409 LMD
012831	11/15/06	THE01	THE GAS COMPANY	1793.73	.00	1793.73	102706	GAS ENGINE 05028175
012832	11/15/06	THE02	THE TRIBUNE	983.34	.00	983.34	6476033+	PUBLIC NOTICE 6460772
012833	11/15/06	TRO01	TROTTER, CLIFFORD	100.00	.00	100.00	111506	SPECIAL BD MEETING 111506
012834	11/15/06	VAL01	VALLEY SEPTIC SERVICE	225.00	.00	225.00	3590	REMOVED POND SCUM
012835	11/15/06	VIE01	VIERHEILIG, LARRY	100.00	.00	100.00	111506	SPECIAL BD MEETING 111506
012836	11/15/06	WIN01	WINN, MICHAEL	100.00	.00	100.00	111506	SPECIAL BD MEETING 111506
012837	11/15/06	WIR02	WIRSING, JUDY	100.00	.00	100.00	111506	SPECIAL BD MEETING 111506



TO: BOARD OF DIRECTORS  
FROM: BRUCE BUEL *BB*  
DATE: NOVEMBER 8, 2006



RECEIVE KOFF SALARY SURVEY REPORT PRESENTATION

**ITEM**

Receive Presentation on Salary Survey from Koff and Associates [Action to be requested at subsequent meeting].

**BACKGROUND**

Attached under separate cover is a copy of the Draft Final Total Compensation Study prepared by Koff and Associates. Georg Kramer from Koff is scheduled to present the report to the Board at the Meeting.

The employees and the Ad Hoc Personnel Committee are scheduled to preview the Report at its November 14, 2006, Meeting. Chairman Vierheilig, Director Wirsing and/or General Manager Buel should be able to forward any recommendations from the Committee to the Board at the Board Meeting. In addition, the employees may attend and offer their observations.

Attached to this Board Letter is staff's analysis of the annual cost of implementing Koff's recommendations and an analysis of the reduction of the FY06-07 cost from not paying for a Project Administrator/District Engineer from September 2006 through March 2007.

The Board should note that staff is not asking for action at this meeting. It is staff's expectation that your Honorable Board will consider action at your December 13, 2006 Board Meeting.

**RECOMMENDATION**

Staff recommends that your Honorable Board review the Technical Memorandum and determine if you need more information prior to considering taking action at your December 13, 2006, Board Meeting.

**ATTACHMENT**

- Koff Draft Final Total Compensation Study (under separate cover)
- Staff Analysis of Budget Impacts

T:\DOCUMENTS\BOARD MATTERS\2006 BOARD LETTERS\SALARY SURVEY 1.DOC

- Utility Foreman
- Utility Operator
- Utility Supervisor
- Utility Worker
- Water Conservation/Compliance Specialist

When we contact the comparator agencies to identify possible matches for each of the benchmarked classifications, there is an assumption that we will not be able to find comparators that are 100% equivalent to the classifications at NCSO. Therefore, we do not just go by job titles, which can often be misleading, but we analyze each class description before we consider it as a comparator. Our methodology is to analyze each class description according to the factors listed on pages 1 and 2 and we require that a position's "likeness" be at approximately 70% of the matched position to be included.

It should be noted that there are two (2) classes that are unique to the District and could not be found at most comparator agencies. The District Engineer and the Water Conservation/Compliance Specialist classifications are unique to the District, which made it difficult to find appropriate matches in other agencies. We assigned matches using the 70% likeness criteria referred to above as best we could.

When we do not find an appropriate match with one class, we often use "brackets" which can be functional or represent a span in scope of responsibility. A functional bracket means that the job of one classification at NCSO is performed by two classifications at a comparator agency. A "bracket" representing a span in scope means that the comparator agency has one class that is "bigger" in scope and responsibility and one position that is "smaller," where NCSO's class falls in the middle.

In all, of the eleven (11) benchmarked classifications identified, we were able to collect sufficient data from the comparator agencies on nine (9) classifications. The two classifications mentioned above, for which not enough matches were found, were internally aligned with other classifications.

### **Benchmarking Comparator Agencies**

The second, most important step in conducting a market salary study is the determination of appropriate agencies for comparison.

In considering the selection of valid agencies for salary comparator purposes, a number of factors were taken into consideration:

1. **Organizational type and structure** – We generally recommend that agencies of a similar size that provide similar services to that of NCSO be used as comparators. However, one cannot ignore that some of the larger districts surrounding the District are competing with the District over the labor pool within the geographic vicinity. Therefore, we recommended using some larger agencies as comparators.



Due to NCSD's unique geographic location and high cost of living, we expanded the scope of the compensation survey to include several agencies from different but similar geographic regions to get a better mix of comparator agencies that may be facing a similar challenge of compensating their workforce in a high cost of living area. Therefore, we included a couple of cities in the study even though cities are much larger, have a different organizational set-up and structure, and provide many more services than a community services district.

When it comes to the more technical types of classes, such as maintenance workers and plant operators, or administrative and accounting classes, the size of an organization is not as critical, as these classes perform fairly similar work due to its technical nature regardless of the size of the organization.

The difference in size of organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Factors such as management of a large staff, consequence of error, the political nature of the job, and its visibility within the community all grow with larger organizations. For example, it may not be appropriate to compare a District Engineer with a staff of just a few employees at a small district with a City Engineer at a large agency in charge of a large department with a large staff and with several supervisors reporting to that position. In this case, we often look to the next lower classification as a compromise.

2. **Similarity of population, District staff and operational and capital improvement budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of District services. Again, some larger agencies and cities from different geographic regions were recommended as comparators, even though they serve larger populations and have larger budgets.
3. **Scope of services provided** – Agencies providing the same services are ideal for comparators and most comparator agencies surveyed provide similar services to the District, i.e., water and wastewater related services.

When it comes to management and executive classifications, the types of services provided by a District become less important, as each agency still needs administrative, financial, and in most cases engineering, operations and maintenance and program-related leadership classifications. At the management level, differences in size and scope of services are more critical when considering comparators, as explained above.

4. **Labor market** – In the reality that is today's labor market, many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the communities they serve. As mentioned above, the geographic labor market area, therefore, where NCSD may be recruiting from or losing employees to, was taken into consideration when selecting potential comparator organizations.

5. **Compensation Philosophy** – Does the District regularly conduct a market survey, and, once completed, how is this information applied? Many agencies pay to the average or median, others may pay to a higher percentile. In addition, salary ranges may be set strictly upon market base salary values or may include the total value of salary and benefits when developing a compensation policy.

All of the above elements were considered in selecting the group of comparator agencies. The District agreed on a list of comparator agencies and the following twelve (12) agencies were used as comparators for the purposes of this market study:

- Cambria Community Services District
- City of Morro Bay
- City of Pismo Beach
- Goleta Sanitary District
- Goleta Water District
- Heritage Range Community Services District
- Mission Hills Community Services District
- Oceano Community Services District
- Ojai Valley Sanitary District
- San Miguel Community Services District
- Templeton Community Services District
- Vandenberg Village Community Services District

#### **Benchmarking Benefit Data Collection**

The last element requiring discussion prior to beginning a market survey is the specific benefit data that will be collected and analyzed. The following information was collected for each of the benchmarked classifications:

1. **Monthly Base Salary** – The top of the salary range. This was also factored into the total compensation costs. All figures are presented on a monthly basis.
2. **Employee Retirement** – This includes several figures, 1) the amount of the employee's State retirement (PERS) contribution that is contributed by the District, 2) the amount of the District's Social Security contribution and 3) any alternative retirement plan, either private or public where the employee's contribution is made by the District on behalf of the employee.

In addition to the amount of the employer paid member contribution of PERS, we collected information on the employer paid PERS contribution, which includes any enhanced benefits values.

3. **Insurance** – This is the maximum amount paid by the District for employees and dependents for a cafeteria or flexible benefit plan and/or health, dental, vision, life, long-term and short-term disability and employee assistance insurance.



4. **Leave** – Other than sick leave, which is usage-based, the number of days off for which the District is obligated. All days have been translated into direct salary costs.
  - **Vacation** – The number of vacation days available to all employees after five years of employment.
  - **Holidays** – The number of holidays (including floating) available to employees on an annual basis.
  - **Administrative/Personal Leave** – Administrative leave is normally the number of days available to management to reward for extraordinary effort (in lieu of overtime). Personal leave may be available to other groups of employees to augment vacation or other time off.
5. **Automobile** – This category includes either the provision of an auto allowance or the provision of an auto for personal use. If a car is provided to any classification for commuting and other personal use, the average monthly rate is estimated at \$450.
6. **Deferred Compensation** – We captured deferred compensation provided to all members of a classification with or without the requirement for an employee to provide a matching or minimum contribution.
7. **Longevity** – This includes any programs that provide all classifications with salary increases or lump-sum bonuses after a certain amount of years of services (usually 10, 15, 20 and/or 25 years). Any such programs were footnoted on the benefits detail data spreadsheets but not included in the dollar amount for total compensation.
8. **Other** – This category includes any additional benefits available to all in the class.

Please note that all of the above benefit elements are entitlements, i.e., they are provided to all members of each comparator class. As such, they represent an on-going cost for which the District must budget. Other benefit costs, such as sick leave, tuition reimbursement and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

In addition to the above list of benefits, the District was also interested in gathering information on the following:

- Retiree Medical Benefits: what type(s) of medical benefits are offered to retirees.
- Variable Pay: what type(s) of variable pay plans, if any, are offered (i.e., performance bonus programs).
- Certification Incentive Pay: pay provided to employees upon completion/receipt of a certification, degree, or other professional enhancements above those that are specified in the job specification.
- Stand-by Pay: policy and benefits for stand-by duty (i.e., number of minimum hours, compensation, etc.)



- Call-back Pay: policy and benefits for call-back duty (i.e., number of minimum hours, compensation, etc.)

Appendix V contains the data we collected regarding the additional benefits listed above.

### **Data Collection**

Data was mostly collected in September and October of 2006 through websites, planned telephone conversations with human resources, accounting and/or finance personnel at each comparator agency, and careful review of agency documentation of classification descriptions, memoranda of understanding, organization charts and other documents.

We believe that the salary data collection step is the most critical for maintaining the overall credibility of any study. We rely very heavily on NCS D's classification descriptions, as they are the foundation for our comparison. Human Resources staff of the comparator agencies were interviewed by telephone, whenever possible, to understand their organizational structure and possible classification matches.

All salary survey and benefit information can be found in Appendix II. For each surveyed class, there are three information pages:

- Market Base (Top Step) Salary Summary Data
- Benefit Detail (Monthly Equivalent Values)
- Monthly Total Compensation Cost Summary Data

Our analysis includes the average and median (mid-point) comparator data for each benchmarked classification (assuming we were able to identify at least four matches). In addition, our firm usually recommends reviewing the median, rather than the average, when evaluating the data. The median is the exact midpoint of all the market data we collected, with 50% of market data below and 50% of market data above. We recommend using the median methodology because it is not skewed by extremely high or low salary values (as is the average).

### **MARKET TOTAL COMPENSATION FINDINGS**

As mentioned above, all of the salary, benefits and total compensation data can be found in Appendix II of this report. The market base and total compensation salary findings for each class surveyed are listed below, using median base and median total compensation, arranged in descending order from the most positive percentile (above market) to the most negative (below market). The percentile represents the difference between the District's current base salary/total comp for each classification and the median base salary/total comp of the comparator agencies.

Class Title	% Above/Below Median Base Salary	% Above/Below Median Total Compensation
Maintenance Worker	-24.3	-9.0
Utility Worker	-19.5	-11.5
Secretary / Clerk	-13.2	1.5
Utility Operator	-12.1	-5.4
General Manager	-12.0	-16.3
Utility Supervisor	-10.8	-4.5
Billing Clerk	-10.2	1.3
Utility Foreman	-5.9	-6.8
Assistant Administrator	-3.4	-9.9
District Engineer / Project Manager	Insufficient Data	Insufficient Data
Water Conservation / Compliance Specialist	Insufficient Data	Insufficient Data

Market *base salary* results show that out of eleven (11) benchmarked classifications, eight (8) are paid below the market median by 5% or more, while one (1) is paid within 5% of the market median. As mentioned earlier in this report, we consider a classification falling within 5% of the median to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of work and position requirements. However, a closer standard can be adopted by the District if desired. There was an insufficient amount of matches to conduct statistical analyses for two (2) of the classifications.

Market *total compensation* results show that six (6) of the benchmarked classifications are 5% or more below the market, while three (3) of the classifications fall within 5% of the market median, with two (2) falling above market and one (1) classification below market.

Overall, these differences between market base salaries and total compensation indicate that NCSD's benefit package, in terms of cost, is richer than that of the market. For example, further analysis indicates that, on average, classifications are 12.4% below the market median for base salaries, while that number changes to 6.7% below market when we look at total compensation. Part of the difference between base salaries and total compensation is due to NCSD's higher employer's rate for PERS (20.791%), whereas the average of the comparators' employer's rates is 15.5% (ranging from 7.312% to 23.368%). NCSD's cost for the employer's PERS rate is, in part, balanced out by six (6) of the comparator agencies contributing to social security, with Templeton CSD even covering the employee's portion. In addition, on average, NCSD offers a greater insurance package than do most of the comparator agencies.

Therefore, we propose making salary recommendations based on total compensation because the District's benefits package seems to be greater than that of the market.



## INTERNAL SALARY RELATIONSHIPS

For all classifications where we didn't find sufficient data in the outside market, internal alignments with other classifications will need to be considered, either within the same class series or those classifications that have similar scope of work, level of responsibility and "worth" to the District. These internal relationships need to be analyzed carefully, using the factors described on pages one and two of this report. Where it is difficult to ascertain internal relationships due to unique qualifications and responsibilities, reliance can be placed on past internal relationships. It is important for District management to carefully review internal relationships and determine if they are still appropriate given the current market data.

The District may want to make other internal equity adjustments as it implements a compensation strategy. This market survey is only a tool to be used by the District to determine market indexing and salary determination. Detailed information regarding each class' current salary and the percentage difference to the market median is found in Appendix I of this report.

## RECOMMENDATIONS

While the District may be interested in bringing all salaries to the market total compensation median, in some cases this goal may not be reached with a single adjustment. Normally, if funds are limited and the compensation implementation program must be carried over months or years, the classes that are farthest from the market median should receive the greatest equity increase (separate from any cost of living increase). If a class falls within five percent of the market median, it would be logical to make no equity adjustment in the first round of changes, whereas if a class is more than five percent below the market median, a higher percentage change may be initially warranted to begin minimizing the disparity.

The following are tools we recommend for the District's compensation policies, based upon our experience and the findings outlined in the Appendices.

- **Establish internal relationships and one consistent salary schedule.** From the information that we have currently, the District currently has a salary schedule consisting of specific five-step ranges for each classification, with 5% within each range. This format is one that is normally used in many special districts, and constitutes best HR practices. In addition to the five steps, NCSD also has two additional longevity steps, at 2.5% each for 15 and 20 years of services to the District.

We are recommending that the District continue to use this format, however, move to a more detailed salary schedule that has 68 salary ranges, each 2.5% apart from the next higher step, and each range having five (5) steps which are each 5% apart from the next (i.e., a 21.5% difference between step 1 and step 5). We have also included the two additional longevity steps in the updated salary schedule.

In addition, we recommend that the District review the current internal relationships between organizational levels and move to a more standard structure as outlined on Page



2 of this document. A detailed salary schedule allows for ease of administration and an enhanced capability to analyze internal relationships. Appendix III contains the recommended salary schedule.

- **Develop recommendations for salary ranges that are financially sound, place classes closest to the market median, and are internally consistent among class levels.** Appendix IV lists comparisons between each class' current salary and a recommendation of where the salary should be according to the market median. We made the following calculation: we used the percentage differences between the market total compensation median findings and the District's current total compensation figures; multiplied the District's current salaries with those percentages for each surveyed classification; and placed the resulting dollar values into the proposed monthly salary schedule, at the salary range closest to the resulting numbers.
- **Options of how to address classifications that are currently paid above the market median.** Depending upon the District's compensation philosophy and how that affects each classification's salary, the District has the option of Y-rating those employees who are at a salary above their corresponding market value until the market numbers "catch up" with their current salary. This will result in no immediate loss of income, but will delay any future increases until the incumbent's salary is within the salary range.

Another option the District has is to "grandfather" in current salary ranges for those classifications that have current incumbents who are paid above market at this time. In other words, incumbents who are in a classification currently paid above market would not receive a salary decrease nor would their salaries be "frozen." They would continue receiving annual COLA increases with everyone else. If a class has only one incumbent, the salary range would be adjusted once the incumbent leaves the District or retires. For those classifications that have multiple incumbents, the District may not be able to wait until all incumbents discontinue employment. Therefore, a new salary range would be created for any new-hires into the particular classification. The new salary range would be adjusted according to the market and any new-hires would be paid at the appropriate market rate. Eventually, once all "grandfathered-in" incumbents leave the District, the old salary range would be eliminated completely.

### **ADDITIONAL BENEFITS INFORMATION**

The District also asked us to collect additional information from comparator agencies regarding retiree medical benefits, variable pay, certification incentive pay, stand-by pay, and call-back pay benefits.

Results of our finding can be found in Appendix V of this report.

<b>Retiree Medical Benefits</b>
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NCSD asked Koff & Associates to research the types of retiree medical benefits offered at the comparator agencies. Here is a brief summary of our findings:

- Three (3) of the comparators did not offer retiree medical benefits.
- Four (4) of the comparators offer employees the choice to continue agency-paid medical coverage for the employee only.
- Two (2) of the comparators offer 100% coverage for the retiree plus the spouse, and one of those agencies pays for the retiree's Medicare supplement.
- One (1) of the comparators offers retiree medical benefits for the retiree and his/her family.
- One (1) of the comparators contributes \$16.26 per month for the PERS retirement medical benefits and employees may chose to receive these benefits upon retirement at current cost.
- One (1) of the comparators pays 30% of premiums for retiree medical benefits.

From the information provided, NCSD currently pays 100% of health insurance premiums for employee and family (if eligible).

#### **Variable Pay**

NCSD asked Koff & Associates to research the variable pay policies of the comparator agencies. Here is a brief summary of our findings:

- Three (3) of the twelve (12) comparator agencies offer variable pay plans. One of them has a five-step performance policy whereby the employee must meet or exceed standards to move up to the next step. Another of these three agencies has a policy where an employee can receive up to a 7.5% increase in salary upon exceeding performance expectations and approval, for one year only. The third agency has a merit system that varies with each employee's performance.

NCSD does not currently have a variable pay plan in effect.

#### **Certification Incentive Pay**

NCSD asked Koff & Associates to research the certification incentive pay policies of the comparator agencies. Here is a brief summary of our findings:

- Eight (8) of the twelve (12) comparator agencies offer certification incentives for approved certifications above those that are specified in the job specification.
- One (1) of the comparator agencies moves employees who obtain a certification above that which is required into the next higher classification.

NCSD currently offers a \$500 one-time payment for each certification obtained above those specified in the job specification.

### **Stand-by Pay**

NCSD asked Koff & Associates to research the stand-by pay policies of the comparator agencies. Here is a brief summary of our findings:

- All of the comparator agencies that participated in the study have a stand-by pay policy in effect.

NCSD has a stand-by pay policy in effect where employees on stand-by receive \$27 per day (Monday thru Friday), and during weekends or holidays, employees have a minimum of four hours per day and are compensated at time and a half.

### **Call-back Pay**

NCSD asked Koff & Associates to research the call-back pay policies of the comparator agencies. Here is a brief summary of our findings:

- Eleven (11) of the twelve (12) participating agencies have a call-back pay policy in effect.

NCSD currently offers employees who are called back compensation of time and a half and a minimum of two hours.

We wish to reiterate our recommendation that this report and our findings are meant to be a tool for the District to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff. However, financial realities and District expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data represents a market survey that will give the District an instrument to make future compensation decisions.

It has been a pleasure working with NCSD on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully Submitted,

Koff & Associates, Inc.

Georg S. Krammer  
Chief Executive Officer



**Appendix I**  
**Side-by-Side Comparison**

**Appendix II**  
**Market Base Salary and Total  
Compensation Findings**

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**Appendix III**  
**Proposed Monthly Salary Plan**

**Appendix IV**  
**Proposed Salary Range Placement**



**Appendix V**  
**Additional Benefits Information**

**Appendix VI**  
**Legal Counsel Pay Structures**



**Appendix I**  
**Nipomo Community Services District**  
Side-By-Side Comparison  
November 2006

Classification	Top Monthly Salary Data					Total Monthly Compensation Data				
	Nipomo CSD Top Monthly Salary	Average	% above or below	Median	% above or below	Nipomo CSD Total Monthly Compensation	Average	% above or below	Median	% above or below
Assistant Administrator	\$5,112	\$5,824	-13.9%	\$5,285	-3.4%	\$8,297	\$9,098	-9.7%	\$9,117	-9.9%
Billing Clerk	\$3,164	\$3,524	-11.4%	\$3,486	-10.2%	\$5,488	\$5,653	-3.0%	\$5,414	1.3%
District Engineer / Project Manager	\$7,000	Insufficient Data for Analysis				\$10,961	Insufficient Data for Analysis			
General Manager	\$8,333	\$9,493	-13.9%	\$9,333	-12.0%	\$13,143	\$14,316	-8.9%	\$15,288	-16.3%
Maintenance Worker	\$2,702	\$3,330	-23.3%	\$3,359	-24.3%	\$4,845	\$5,592	-15.4%	\$5,280	-9.0%
Secretary / Clerk	\$3,425	\$3,837	-12.0%	\$3,876	-13.2%	\$5,851	\$6,023	-2.9%	\$5,766	1.5%
Utility Foreman	\$4,316	\$4,983	-15.5%	\$4,569	-5.9%	\$7,091	\$7,914	-11.6%	\$7,573	-6.8%
Utility Operator	\$3,733	\$3,964	-6.2%	\$4,183	-12.1%	\$6,280	\$6,260	0.3%	\$6,621	-5.4%
Utility Supervisor	\$5,082	\$5,863	-15.4%	\$5,630	-10.8%	\$8,157	\$8,797	-7.8%	\$8,525	-4.5%
Utility Worker	\$2,844	\$3,519	-23.7%	\$3,399	-19.5%	\$5,043	\$5,654	-12.1%	\$5,623	-11.5%
Water Conservation / Compliance Specialist	\$3,424	Insufficient Data for Analysis				\$5,850	Insufficient Data for Analysis			
		AVG:	-15.0%	AVG:	-12.4%		AVG:	-7.9%	AVG:	-6.7%

**Appendix I**  
**Nipomo Community Services District**  
Side-By-Side Comparison  
November 2006

Classification	Top Monthly Salary Data					Total Monthly Compensation Data				
	Nipomo CSD Top Monthly Salary	Average	% above or below	Median	% above or below	Nipomo CSD Total Monthly Compensation	Average	% above or below	Median	% above or below
General Manager	\$8,333	\$9,493	-13.9%	\$9,333	-12.0%	\$13,143	\$14,316	-8.9%	\$15,288	-16.3%
District Engineer / Project Manager	\$7,000	Insufficient Data for Analysis				\$10,961	Insufficient Data for Analysis			
Assistant Administrator	\$5,112	\$5,824	-13.9%	\$5,285	-3.4%	\$8,297	\$9,098	-9.7%	\$9,117	-9.9%
Utility Supervisor	\$5,082	\$5,863	-15.4%	\$5,630	-10.8%	\$8,157	\$8,797	-7.8%	\$8,525	-4.5%
Utility Foreman	\$4,316	\$4,983	-15.5%	\$4,569	-5.9%	\$7,091	\$7,914	-11.6%	\$7,573	-6.8%
Utility Operator	\$3,733	\$3,964	-6.2%	\$4,183	-12.1%	\$6,280	\$6,260	0.3%	\$6,621	-5.4%
Secretary / Clerk	\$3,425	\$3,837	-12.0%	\$3,876	-13.2%	\$5,851	\$6,023	-2.9%	\$5,766	1.5%
Water Conservation / Compliance Specialist	\$3,424	Insufficient Data for Analysis				\$5,850	Insufficient Data for Analysis			
Billing Clerk	\$3,164	\$3,524	-11.4%	\$3,486	-10.2%	\$5,488	\$5,653	-3.0%	\$5,414	1.3%
Utility Worker	\$2,844	\$3,519	-23.7%	\$3,399	-19.5%	\$5,043	\$5,654	-12.1%	\$5,623	-11.5%
Maintenance Worker	\$2,702	\$3,330	-23.3%	\$3,359	-24.3%	\$4,845	\$5,592	-15.4%	\$5,280	-9.0%
		AVG:	-15.0%	AVG:	-12.4%		AVG:	-7.9%	AVG:	-6.7%

**Appendix I**  
**Nipomo Community Services District**  
 Side-By-Side Comparison  
 November 2006

Classification	Top Monthly Salary Data					Total Monthly Compensation Data				
	Nipomo CSD Top Monthly Salary	Average	% above or below	Median	% above or below	Nipomo CSD Total Monthly Compensation	Average	% above or below	Median	% above or below
General Manager	\$8,333	\$9,493	-13.9%	\$9,333	-12.0%	\$13,143	\$14,316	-8.9%	\$15,288	-16.3%
Utility Supervisor	\$5,082	\$5,863	-15.4%	\$5,630	-10.8%	\$8,157	\$8,797	-7.8%	\$8,525	-4.5%
Assistant Administrator	\$5,112	\$5,824	-13.9%	\$5,285	-3.4%	\$8,297	\$9,098	-9.7%	\$9,117	-9.9%
Utility Foreman	\$4,316	\$4,983	-15.5%	\$4,569	-5.9%	\$7,091	\$7,914	-11.6%	\$7,573	-6.8%
Utility Operator	\$3,733	\$3,964	-6.2%	\$4,183	-12.1%	\$6,280	\$6,260	0.3%	\$6,621	-5.4%
Secretary / Clerk	\$3,425	\$3,837	-12.0%	\$3,876	-13.2%	\$5,851	\$6,023	-2.9%	\$5,766	1.5%
Billing Clerk	\$3,164	\$3,524	-11.4%	\$3,486	-10.2%	\$5,488	\$5,653	-3.0%	\$5,414	1.3%
Utility Worker	\$2,844	\$3,519	-23.7%	\$3,399	-19.5%	\$5,043	\$5,654	-12.1%	\$5,623	-11.5%
Maintenance Worker	\$2,702	\$3,330	-23.3%	\$3,359	-24.3%	\$4,845	\$5,592	-15.4%	\$5,280	-9.0%
District Engineer / Project Manager	\$7,000	Insufficient Data for Analysis				\$10,961	Insufficient Data for Analysis			
Water Conservation / Compliance Specialist	\$3,424	Insufficient Data for Analysis				\$5,850	Insufficient Data for Analysis			
		AVG:	-15.0%	AVG:	-12.4%		AVG:	-7.9%	AVG:	-6.7%



**Appendix IIa  
Nipomo Community Services District  
Top Monthly Salary Data  
November 2006**

<b>ASSISTANT ADMINISTRATOR</b>					
<b>Rank</b>	<b>Comparator Agency</b>	<b>Class Title</b>	<b>Top Monthly Salary</b>	<b>Effective Date</b>	<b>Next Salary Increase</b>
1	Cambria Community Services District	Finance Manager	\$7,090	07/01/06	01/01/07
2	Goleta Sanitary District	Office Manager <sup>1</sup>	\$6,918	07/01/06	Unknown
3	Templeton Community Services District	Recreation and Administrative Supervisor	\$5,285	07/01/06	07/01/07
4	Vandenberg Village Community Services District	Finance Administrator	\$5,148	07/01/06	07/01/07
5	<b>Nipomo Community Services District</b>	<b>Assistant Administrator</b>	<b>\$5,112</b>	<b>07/01/06</b>	<b>07/01/07</b>
6	Mission Hills Community Services District <sup>a</sup>	Accountant <sup>2</sup>	\$4,679	07/01/06	07/01/07
	City of Morro Bay	N/C			
	City of Pismo Beach	N/C			
	Goleta Water District	N/C			
	Heritage Ranch Community Services District	N/C			
	Oceano Community Services District	N/C			
	Ojai Valley Sanitary District	N/C			
	San Miguel Community Services District	N/C			
<b>Average of Comparators</b>			<b>\$5,824</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-13.9%</b>		
<b>Median of Comparators</b>			<b>\$5,285</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-3.4%</b>		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

1 Responsibilities also include the Human Resources Officer duties; no notary public required.

2 Responsible for the District's accounting and finance functions; Requires two-years of college and two years of experience.

a. Mission Hills CSD's salaries are spiked; salary is shown net the Social Security contribution of 6.2%.

**Appendix IIa  
Nipomo Community Services District  
Top Monthly Salary Data  
November 2006**

<b>BILLING CLERK</b>					
<b>Rank</b>	<b>Comparator Agency</b>	<b>Class Title</b>	<b>Top Monthly Salary</b>	<b>Effective Date</b>	<b>Next Salary Increase</b>
1	Goleta Sanitary District	Accounting Secretary <sup>4</sup>	\$4,235	07/01/06	Unknown
2	Ojai Valley Sanitary District	Customer Service Representative	\$4,216	07/01/06	07/01/07
3	Goleta Water District	Account Clerk II / Customer Service Representative II <sup>1</sup>	\$4,000	07/01/06	01/01/07
4	Oceano Community Services District	Secretary/Bookkeeper	\$3,885	07/01/06	07/01/07
5	Cambria Community Services District	Administrative Technician II	\$3,518	07/01/06	01/01/07
6	Heritage Ranch Community Services District	Office Assistant	\$3,487	07/01/06	07/01/07
7	Mission Hills Community Services District <sup>a</sup>	Customer Service Representative II	\$3,485	07/01/06	07/01/07
8	Vandenberg Village Community Services District	Customer Service Representative	\$3,484	07/01/06	07/01/07
9	City of Pismo Beach	Accounting Clerk <sup>2</sup>	\$3,443	07/01/06	07/01/07
<b>10</b>	<b>Nipomo Community Services District</b>	<b>Billing Clerk</b>	<b>\$3,164</b>	<b>07/01/06</b>	<b>07/01/07</b>
11	City of Morro Bay	Account Clerk I <sup>3</sup>	\$2,921	07/01/05	Unknown
12	Templeton Community Services District	Office Assistant II	\$2,834	07/01/06	07/01/07
13	San Miguel Community Services District	Billing Administrative Assistant	\$2,773	07/01/06	07/01/07
<b>Average of Comparators</b>			<b>\$3,524</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-11.4%</b>		
<b>Median of Comparators</b>			<b>\$3,486</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-10.2%</b>		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

1 Nipomo's Class is bracketed by two comparators; the average salary of the two bracketed classes is shown.

2 Also responsible for payroll & business licensing (in addition to utility billing).

3 Requires 1 year of experience.

4 This class performs accounting & billing duties as well as other District Administrative duties.

a. Mission Hills CSD's salaries are spiked; salary is shown net the Social Security contribution of 6.2%.

**Appendix IIa  
Nipomo Community Services District  
Top Monthly Salary Data  
November 2006**

<b>DISTRICT ENGINEER / PROJECT MANAGER</b>					
<b>Rank</b>	<b>Comparator Agency</b>	<b>Class Title</b>	<b>Top Monthly Salary</b>	<b>Effective Date</b>	<b>Next Salary Increase</b>
1	Cambria Community Services District	District Engineer	\$8,610	07/01/06	01/01/07
2	<b>Nipomo Community Services District</b>	<b>District Engineer / Project Manager</b>	<b>\$7,000</b>	<b>07/01/06</b>	<b>07/01/07</b>
	City of Morro Bay	N/C			
	City of Pismo Beach	N/C			
	Goleta Sanitary District	N/C			
	Goleta Water District	N/C			
	Heritage Ranch Community Services District	N/C			
	Mission Hills Community Services District	N/C			
	Oceano Community Services District	N/C			
	Ojai Valley Sanitary District	N/C			
	San Miguel Community Services District	N/C			
	Templeton Community Services District	N/C			
	Vandenberg Village Community Services District	N/C			
		<b>Average of Comparators</b>	<b>Insufficient Data for Analysis</b>		
		<b>% Nipomo Community Services District Above/Below</b>	<b>Insufficient Data for Analysis</b>		
		<b>Median of Comparators</b>	<b>Insufficient Data for Analysis</b>		
		<b>% Nipomo Community Services District Above/Below</b>	<b>Insufficient Data for Analysis</b>		
NOTE: All calculations exclude Nipomo Community Services District					

N/C - Non Comparator



**Appendix IIa  
Nipomo Community Services District  
Top Monthly Salary Data  
November 2006**

<b>GENERAL MANAGER</b>					
<b>Rank</b>	<b>Comparator Agency</b>	<b>Class Title</b>	<b>Top Monthly Salary</b>	<b>Effective Date</b>	<b>Next Salary Increase</b>
1	Goleta Sanitary District	General Manager	\$14,423	07/01/06	Unknown
2	Goleta Water District	General Manager & Chief Engineer	\$12,810	07/01/06	01/01/07
3	Ojai Valley Sanitary District	General Manager	\$10,628	07/01/06	07/01/07
4	City of Pismo Beach	Public Works Director / City Engineer <sup>1</sup>	\$10,205	07/01/06	07/01/07
5	Cambria Community Services District	General Manager	\$10,129	07/01/06	01/01/07
6	Templeton Community Services District	General Manager	\$9,333	07/01/06	07/01/07
7	Mission Hills Community Services District <sup>a</sup>	General Manager	\$8,920	07/01/06	07/01/07
<b>8</b>	<b>Nipomo Community Services District</b>	<b>General Manager</b>	<b>\$8,333</b>	<b>07/01/06</b>	<b>07/01/07</b>
9	Vandenberg Village Community Services District	District General Manager	\$8,167	07/01/06	07/01/07
10	Heritage Ranch Community Services District	General Manager	\$7,667	07/01/06	07/01/07
11	Oceano Community Services District	General Manager	\$7,140	07/01/06	07/01/07
12	San Miguel Community Services District	General Manager	\$5,000	07/01/06	07/01/07
	City of Morro Bay	N/C			
<b>Average of Comparators</b>			<b>\$9,493</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-13.9%</b>		
<b>Median of Comparators</b>			<b>\$9,333</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-12.0%</b>		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

<sup>1</sup> This is a combined class of PW Director & City Engineer; responsibilities include water, WW, streets, storm drains, park, building, etc..

a. Mission Hills CSD's salaries are spiked; salary is shown net the Social Security contribution of 6.2%.

Appendix IIa  
 Nipomo Community Services District  
 Top Monthly Salary Data  
 November 2006

MAINTENANCE WORKER					
Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase
1	Goleta Water District	General Service Worker / Meter Specialist I <sup>1</sup>	\$4,000	07/01/06	01/01/07
2	Vandenberg Village Community Services District	Service Person I <sup>4</sup>	\$3,842	07/01/06	07/01/07
3	Goleta Sanitary District	Maintenance Worker	\$3,455	07/01/06	Unknown
4	City of Pismo Beach	Maintenance Worker I	\$3,359	07/01/06	07/01/07
5	City of Morro Bay	Maintenance Worker II - Water <sup>2</sup>	\$3,281	07/01/05	Unknown
6	Heritage Ranch Community Services District	Maintenance Worker II <sup>3</sup>	\$2,754	07/01/06	07/01/07
7	<b>Nipomo Community Services District</b>	<b>Maintenance Worker</b>	<b>\$2,702</b>	<b>07/01/06</b>	<b>07/01/07</b>
8	Templeton Community Services District	Maintenance Worker	\$2,621	07/01/06	07/01/07
	Cambria Community Services District	N/C			
	Mission Hills Community Services District	N/C			
	Oceano Community Services District	N/C			
	Ojai Valley Sanitary District	N/C			
	San Miguel Community Services District	N/C			
<b>Average of Comparators</b>			<b>\$3,330</b>		
% Nipomo Community Services District Above/Below			<b>-23.3%</b>		
<b>Median of Comparators</b>			<b>\$3,359</b>		
% Nipomo Community Services District Above/Below			<b>-24.3%</b>		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

1 Nipomo's Class is bracketed by two comparators; the average salary of the two bracketed classes is shown.

2 Also responsible for repairs, minor construction & installation.

3 Requires a Class B Drivers License.

4 Also responsible for maintenance & repair work in Water Distribution & Wastewater Collection.

**Appendix IIa  
Nipomo Community Services District  
Top Monthly Salary Data  
November 2006**

<b>SECRETARY / CLERK</b>					
<b>Rank</b>	<b>Comparator Agency</b>	<b>Class Title</b>	<b>Top Monthly Salary</b>	<b>Effective Date</b>	<b>Next Salary Increase</b>
1	City of Pismo Beach	Executive Assistant / Deputy City Clerk	\$4,987	07/01/06	07/01/07
2	Mission Hills Community Services District <sup>a</sup>	Administrative Assistant <sup>4</sup>	\$4,585	07/01/06	07/01/07
3	Goleta Sanitary District	Accounting Secretary <sup>6</sup>	\$4,235	07/01/06	Unknown
4	Cambria Community Services District	Executive Assistant / District Clerk	\$3,911	07/01/06	01/01/07
5	Vandenberg Village Community Services District	Administrative & Accounting Assistant <sup>1</sup>	\$3,842	07/01/06	07/01/07
6	Oceano Community Services District	Secretary/Clerk / Administrative Assistant <sup>2</sup>	\$3,803	07/01/06	07/01/07
7	<b>Nipomo Community Services District</b>	<b>Secretary/Clerk</b>	<b>\$3,425</b>	<b>07/01/06</b>	<b>07/01/07</b>
8	San Miguel Community Services District	Accounting Administrative Assistant <sup>3</sup>	\$2,773	07/01/06	07/01/07
9	Templeton Community Services District	Clerk - PT <sup>5</sup>	\$2,558	07/01/06	07/01/07
	City of Morro Bay	N/C			
	Goleta Water District	N/C			
	Heritage Ranch Community Services District	N/C			
	Ojai Valley Sanitary District	N/C			
<b>Average of Comparators</b>			<b>\$3,837</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-12.0%</b>		
<b>Median of Comparators</b>			<b>\$3,876</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-13.2%</b>		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

1 Also assists the Finance Administrator with accounting tasks.

2 Nipomo's Class is bracketed by two comparators; the average salary of the two bracketed classes is shown.

3 Acts as Deputy Secretary to the Board & Secretary to the District; requires 2 years of experience.

4 Requires completion of two years of college or an Associate's degree and two years of experience.

5 This is a part-time classification (\$14.76/hour); the salary shown was converted to reflect a full-time equivalent.

6 This class performs accounting & billing duties as well as other District Administrative duties.

a. Mission Hills CSD's salaries are spiked; salary is shown net the Social Security contribution of 6.2%.



Appendix IIa  
 Nipomo Community Services District  
 Top Monthly Salary Data  
 November 2006

UTILITY FOREMAN					
Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase
1	Goleta Sanitary District	Senior Wastewater Treatment Plant Operator <sup>5</sup>	\$6,839	07/01/06	Unknown
2	Goleta Water District	Chief Water TX Operator / Chief Distribution System Operator <sup>1,2</sup>	\$6,556	07/01/06	01/01/07
3	Ojai Valley Sanitary District	Treatment Plant Operator III / Collection System Operator III <sup>1,4</sup>	\$5,233	07/01/06	07/01/07
4	Heritage Ranch Community Services District	Treatment Operator III <sup>3</sup>	\$4,756	07/01/06	07/01/07
5	Templeton Community Services District	Utility Worker - Lead	\$4,382	07/01/06	07/01/07
6	San Miguel Community Services District	Utility Services Operator <sup>6</sup>	\$4,333	07/01/06	07/01/07
7	<b>Nipomo Community Services District</b>	<b>Utility Foreman</b>	<b>\$4,316</b>	<b>07/01/06</b>	<b>07/01/07</b>
8	Cambria Community Services District	Sr. Water Treatment Operator / Sr. Wastewater Operator <sup>1</sup>	\$4,305	07/01/06	01/01/07
9	Oceano Community Services District	Utility Systems Lead Person <sup>7</sup>	\$3,460	07/01/06	07/01/07
	City of Morro Bay	N/C			
	City of Pismo Beach	N/C			
	Mission Hills Community Services District	N/C			
	Vandenberg Village Community Services District	N/C			
<b>Average of Comparators</b>			<b>\$4,983</b>		
% Nipomo Community Services District Above/Below			-15.5%		
<b>Median of Comparators</b>			<b>\$4,569</b>		
% Nipomo Community Services District Above/Below			-5.9%		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

1 Nipomo's Class is bracketed by two comparators; the average salary of the two bracketed classes is shown.

2 Requires T5 & D5 Certifications within 3 yrs. of hire, respectively.

3 Requires a Grade 3 Water Treatment Operator Certificate & a Grade 2 Distribution Certificate.

4 Wastewater Treatment Plant Operations & Collection only; requires the possession of or ability to obtain a Grade III Wastewater Treatment Plant Operator Certificate within 1 year.

5 Requires a Grade IV Wastewater Treatment Plant Operator Certificate.

6 Requires a D2 Certificate & a Grade 1 Wastewater Treatment Plant Operator Certificate.

7 Requires Water Treatment Certificate Grade 2 & a Water Distribution Certificate Grade 2.

Appendix IIa  
Nipomo Community Services District  
Top Monthly Salary Data  
November 2006

UTILITY OPERATOR					
Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase
1	Ojai Valley Sanitary District	Treatment Plant Operator II / Collection System Operator II <sup>1,7</sup>	\$4,656	07/01/06	07/01/07
2	Goleta Water District	Distribution System Operator I / Water Treatment Operator I <sup>1,4</sup>	\$4,639	07/01/06	01/01/07
3	Goleta Sanitary District	Wastewater Treatment Plant Operator I	\$4,620	07/01/06	Unknown
4	Vandenberg Village Community Services District	Service Person II <sup>6</sup>	\$4,447	07/01/06	07/01/07
5	Heritage Ranch Community Services District	Treatment Operator II <sup>5</sup>	\$4,264	07/01/06	07/01/07
6	City of Pismo Beach	Wastewater Plant Operator II / Maintenance/Worker II <sup>1,2</sup>	\$4,196	07/01/06	07/01/07
7	Mission Hills Community Services District <sup>a</sup>	Operator II <sup>8</sup>	\$4,171	07/01/06	07/01/07
8	Cambria Community Services District	Water Treatment Operator II / Wastewater Operator II <sup>1</sup>	\$3,854	07/01/06	01/01/07
9	<b>Nipomo Community Services District</b>	<b>Utility Operator</b>	<b>\$3,733</b>	<b>07/01/06</b>	<b>07/01/07</b>
10	Templeton Community Services District	Utility Worker II	\$3,732	07/01/06	07/01/07
11	City of Morro Bay	WW Treatment Plant Operator II / Maintenance Worker II <sup>1,3</sup>	\$3,595	07/01/05	Unknown
12	Oceano Community Services District	Utility Systems Operator	\$2,965	07/01/06	07/01/07
13	San Miguel Community Services District	Utility Services Worker	\$2,427	07/01/06	07/01/07
<b>Average of Comparators</b>			<b>\$3,964</b>		
% Nipomo Community Services District Above/Below			<b>-6.2%</b>		
<b>Median of Comparators</b>			<b>\$4,183</b>		
% Nipomo Community Services District Above/Below			<b>-12.1%</b>		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

1 Nipomo's Class is bracketed by two comparators; the average salary of the two bracketed classes is shown.

2 Wastewater Plant Operator II must possess a Grade II Wastewater Treatment Plant Operator Certificate.

3 The Wastewater Treatment Plant Operator II does not do collection & requires a Grade II Wastewater Treatment Plant Operator Cert.; the Maintenance worker II must obtain a Grade I Water Treatment Cert. within 6 mos.

4 The Water Treatment Operator I requires a Grade T1 Water Treatment Operator Certificate.

5 Requires T2 & Wastewater I or a T2 & D1 Certification.

6 Requires Grade 2 Water Treatment Plant Operator Certificate; Grade 1 Wastewater Collection System Certificate.

7 Wastewater Treatment Operations & Collection only; requires the possession, or ability to obtain a Grade II Wastewater Treatment Plant Operation Certification within one year of employment.

8 Requires either a Grade II Water Treatment Operator's Certificate or a Grade I Wastewater Treatment Plant Operator's Certificate.

a. Mission Hills CSD's salaries are spiked; salary is shown net the Social Security contribution of 6.2%.



Appendix IIa  
 Nipomo Community Services District  
 Top Monthly Salary Data  
 November 2006

UTILITY SUPERVISOR					
Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase
1	Mission Hills Community Services District <sup>a</sup>	Operations Supervisor <sup>7</sup>	\$6,831	07/01/06	07/01/07
2	Ojai Valley Sanitary District	Treatment Plant Supv. Operator / Collection System Supv. Opr. <sup>1,5</sup>	\$6,779	07/01/06	07/01/07
3	Goleta Sanitary District	Collection Maintenance Supervisor	\$6,616	07/01/06	Unknown
4	Vandenberg Village Community Services District	Operations & Maintenance Manager <sup>4</sup>	\$5,960	07/01/06	07/01/07
5	Heritage Ranch Community Services District	Operations Supervisor <sup>3</sup>	\$5,630	07/01/06	07/01/07
6	City of Pismo Beach	Water System Supervisor / Waste Water System Supv. <sup>1</sup>	\$5,511	07/01/06	07/01/07
7	Templeton Community Services District	Utilities Supervisor	\$5,285	07/01/06	07/01/07
8	City of Morro Bay	WW Treatment Plant Supv. / Public Svcs. Maint. Superintendent <sup>1,2</sup>	\$5,134	07/01/05	Unknown
9	<b>Nipomo Community Services District</b>	<b>Utility Supervisor</b>	<b>\$5,082</b>	<b>07/01/06</b>	<b>07/01/07</b>
10	Oceano Community Services District	Utility Operations Supervisor <sup>6</sup>	\$5,026	07/01/06	07/01/07
	Cambria Community Services District	N/C			
	Goleta Water District	N/C			
	San Miguel Community Services District	N/C			
<b>Average of Comparators</b>			<b>\$5,863</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-15.4%</b>		
<b>Median of Comparators</b>			<b>\$5,630</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-10.8%</b>		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

- 1 Nipomo's Class is bracketed by two comparators; the average salary of the two bracketed classes is shown.
- 2 Wastewater Treatment Plant Supervisor requires a Grade III Wastewater Treatment Plant Operators Certificate.
- 3 Requires a Grade 3 Treatment Certificate & a Grade 2 Distribution Certification.
- 4 Requires Grade 3 Water Treatment Plant Operator Certificate, D3; Grade 2 Wastewater Collection System Certificate. No supervisor-level at the District.
- 5 Wastewater Treatment Operations & Collection only; requires the possession or ability to obtain a Grade III Wastewater Treatment Plant Operator Certificate within 1 year of employment & equivalent to an Associates degree.
- 6 Requires a Grade III Water Treatment Operator Certificate; Wastewater Treatment Plant Operator (III) Certificate is desired.
- 7 Requires a Grade III Water Treatment Plant Operator Certificate.

a. Mission Hills CSD's salaries are spiked; salary is shown net the Social Security contribution of 6.2%.



**Appendix IIa  
Nipomo Community Services District  
Top Monthly Salary Data  
November 2006**

<b>UTILITY WORKER</b>					
<b>Rank</b>	<b>Comparator Agency</b>	<b>Class Title</b>	<b>Top Monthly Salary</b>	<b>Effective Date</b>	<b>Next Salary Increase</b>
1	Ojai Valley Sanitary District	Treatment Plant Operator I / Collection System Operator I <sup>1,5</sup>	\$4,236	07/01/06	07/01/07
2	Vandenberg Village Community Services District	Service Person I	\$3,842	07/01/06	07/01/07
3	Cambria Community Services District	Water Treatment Operator I / Wastewater Operator I <sup>1</sup>	\$3,451	07/01/06	01/01/07
4	City of Pismo Beach	Wastewater Plant Operator I / Maintenance Worker I <sup>1,2</sup>	\$3,444	07/01/06	07/01/07
5	Heritage Ranch Community Services District	Operator in Training <sup>4</sup>	\$3,354	07/01/06	07/01/07
6	Mission Hills Community Services District <sup>a</sup>	Operator in Training <sup>6</sup>	\$3,284	07/01/06	07/01/07
7	City of Morro Bay	WW Treatment Plant Operator in Training <sup>3</sup>	\$3,281	07/01/05	Unknown
8	Goleta Sanitary District	Wastewater Treatment Plant Operator in Training	\$3,262	07/01/06	Unknown
9	<b>Nipomo Community Services District</b>	<b>Utility Worker</b>	<b>\$2,844</b>	<b>07/01/06</b>	<b>07/01/07</b>
	Goleta Water District	N/C			
	Oceano Community Services District	N/C			
	San Miguel Community Services District	N/C			
	Templeton Community Services District	N/C			
<b>Average of Comparators</b>			<b>\$3,519</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-23.7%</b>		
<b>Median of Comparators</b>			<b>\$3,399</b>		
<b>% Nipomo Community Services District Above/Below</b>			<b>-19.5%</b>		

NOTE: All calculations exclude Nipomo Community Services District

N/C - Non Comparator

1 Nipomo's Class is bracketed by two comparators; the average salary of the two bracketed classes is shown.

2 Does not require a Class B Drivers License; must obtain a valid Class A Drivers License within 1 yr. probationary period.

3 Responsibilities only include operating & maintaining facilities of a Wastewater Treatment Plant.

4 Requires a OIT Certification for Wastewater Treatment.

5 Wastewater Treatment Operations & Collection only; requires possession or ability to obtain a Grade I Wastewater Treatment Plant Operator Certificate within 1 year of employment.

6 Requires a Wastewater Treatment Plant Operator-In-Training Grade I Certificate within three months, and a Water Treatment Plant Operator Certificate Grade I within 18 months.

a. Mission Hills CSD's salaries are spiked; salary is shown net the Social Security contribution of 6.2%.