



PALMDALE WATER DISTRICT

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Board of Directors

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March 22, 2012

*Agenda for a Meeting
of the Personnel Committee of the Palmdale Water District
Committee Members: Kathy Mac Laren-Chair, Gloria Dizmang
to be held at the District's office at 2029 East Avenue Q, Palmdale*

Monday, March 26, 2012

6:30 p.m.

NOTE: To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Dawn Deans at 661-947-4111 x103 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale. Please call Dawn Deans at 661-947-4111 x103 for public review of materials.

PUBLIC COMMENT GUIDELINES: The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to carry out its meeting will not be permitted and offenders will be requested to leave the meeting.

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

- 1) Roll call.
- 2) Adoption of agenda.
- 3) Public comments.
- 4) Action Items: (The public shall have an opportunity to comment on any action item as each item is considered by the Committee prior to action being taken.)
 - 4.1) Consideration and possible action on approval of minutes of meeting held February 27, 2012.

- 4.2) Consideration and possible action on certification of compliance with Government Code Section 7507 for two-year service credit retirement incentive program. (Human Resources Manager Burns)
- 4.3) Discussion and possible action on changing the District's medical coverage from the Association of California Water Agencies/Health Benefits Authority (ACWA/HBA) plans to the CalPERS medical plan. (Human Resources Manager Burns)
- 4.4) Discussion and possible action on employee benefit cost savings measures. (Human Resources Manager Burns)
- 4.5) Review and discussion of cross-training activities at the District. (Human Resources Manager Burns)
- 4.6) Review of District overtime. (General Manager LaMoreaux)
- 4.7) Review of management job descriptions/salary ranges. (Chair Mac Laren)
- 4.8) Review and possible action on Palmdale Water District grievance policy. (Chair Mac Laren)
- 5) Information items.
- 6) Board members' requests for future agenda items.
- 7) Adjournment.



DENNIS D. LaMOREAUX,
General Manager

DDL/dd

PALMDALE WATER DISTRICT BOARD MEMORANDUM

DATE: March 12, 2012

March 26, 2012

TO: PERSONNEL COMMITTEE

Personnel Committee meeting

VIA: Mr. Dennis LaMoreaux, General Manager

FROM: Mrs. Jeannie Burns, Human Resources Manager

RE: *AGENDA ITEM NO. 4.2 - CONSIDERATION AND POSSIBLE ACTION ON
CERTIFICATION OF COMPLIANCE WITH GOVERNMENT CODE SECTION 7507
FOR TWO-YEAR SERVICE CREDIT RETIREMENT INCENTIVE PROGRAM*

Recommendation:

Staff recommends that the Board of Directors approve the Certification of Compliance with Government Code Section 7507 that requires making public the estimated cost of (\$804,425.86) amortized over 20 years for providing two years additional service credit for employees who retire during another designated period.

Background:

On June 10, 2009, the Board approved the concept of offering a retirement incentive of Two Additional Years of Service Credit to eligible employees in order to reduce operating expenses. District staff submitted a written request to CalPERS for an amendment to the contract between the District and CalPERS to allow the District to offer the Two Years Additional Service Credit benefit to employees for a designated period. The Board took the following actions to amend the contract:

- Adopted the Resolution of Intention to Approve an Amendment to Contract Between the Board of Administration California Public Employees' Retirement System and the Board of Directors of Palmdale Water District: 07/08/2009
- Made public the estimated cost for providing this benefit in accordance with Section 7507 of the Government Code (\$1,001,231)
- Designated the 90-day period (08/14/09 through 11/11/09) as the period during which eligible employees could retire and receive two years additional service credit

At the February 27, 2012 meeting of the Personnel Committee, several cost-saving measures were presented to Committee members for consideration. The Committee directed staff to move forward and request the necessary documents from CalPERS for the two year additional service credit incentive.

The District's contract already contains the Amendment for Two Additional Years of Service Credit for eligible employees; there are only two actions required to implement this incentive:

Financial Impact:

The cost for providing this benefit if all twenty (20) eligible employees retired during the designated period of 6/30/2012 through 9/30/2012 is \$804,425.86. The added cost to the retirement fund for all eligible employees who retire during the designated window period will be included in the District's employer contribution rate for the fiscal years that begins two years after the end of the designated period. The cost is amortized over a period of twenty years. At this time, five (5) eligible employees have indicated an interest in retiring during the designated period.

CalPERS Government Code 20903 notes that at least one vacancy in any position in any department or other organizational unit remains unfilled thereby resulting in an overall reduction in the work force of such department or organizational unit. Estimated savings of this program for eight (8) eligible employees would be \$232,586. Positions that are filled will be hired at the lower range of the compensation schedule, saving approximately \$92,267 of the estimated \$232,586.

Staff will not likely recommend offering the two year additional service credit incentive in the future due to increasing costs and likely CalPERS contract changes reducing employee retirement amount. If the District waits on this action, chances are the benefits amounts will go down.

- (a) At the March 14, 2012 meeting, the CalPERS Board of Administration (Board) approved a recommendation to lower the CalPERS discount rate assumption, or the rate of investment return the pension fund assumes, from 7.75 to 7.50 percent. This will increase public agency employer rates for fiscal year 2012-2014.
- (b) The potential of closing the Defined Benefit Plan at CalPERS to a Defined Contribution Plan.
- (c) The Governor's twelve point pension reform plan notes: (1) Equal Sharing of Pension Costs: All Employees and Employers. The funding of annual normal pension costs should be shared equally by employees and employers; (2) "Hybrid" Risk-Sharing Pension Plan: New Employees; (3) Increase Retirement Ages: New Employees; (4) Require Three-Year Final Compensation to Stop Spiking: New Employees; (5) Calculate Benefits Based on Regular, Recurring Pay to Stop Spiking: New Employees; (6) Limit Post-Retirement Public Employment: All Employees; (7) Felons Forfeit Pension Benefits: All Employees; (8) Prohibit Retroactive Pension Increases: All Employees; (9) Prohibit Pension Holiday: All Employees and Employers; (10) Prohibit Purchases of Airtime: All Employees; (11) Increase Pension Board Independence and Expertise: CalPERS Board of Administration; (12) Reduce Retiree Health Care Costs: New State Employees.

Supporting Documents:

- Form "Certification of Compliance with Government Code Section 7507"
- Resolution No. 12-4 to Grant Another Designated Period for Two Years Additional Service Credit
- "The Impact of Closing the Defined Benefit Plan at CalPERS"
- "A Preliminary Analysis of Governor Brown's Twelve Point Pension Reform Plan"

Strategic Plan Element:

The CalPERS Certification of Compliance with Government Code Section 7507 and associated costs for Two Years Additional Service Credit is part of Strategic Element 4.0 (Personnel Management) and Strategic Element 6.0 (Financial Management).

**CERTIFICATION OF COMPLIANCE WITH
GOVERNMENT CODE SECTION 7507**

I hereby certify that in accordance with Section 7507 of the Government Code the
future annual costs on _____ which is at least two weeks prior
to the adoption of the Resolution .

Clerk/Secretary

Title

Date _____



Of THE
Palmdale Water District

RESOLUTION
TO
GRANT ANOTHER DESIGNATED PERIOD
FOR
TWO YEARS ADDITIONAL SERVICE CREDIT

WHEREAS, the of the Palmdale Water District is a contracting Water/Flood Control District of the Public Employees' Retirement System; and

WHEREAS, desires to provide another designated period for Two Years Additional Service Credit, 20903, based on the contract amendment included in said contract which provided for 20903, Two Years Additional Service Credit, for Eligible members;

NOW, THERE, BE IT RESOLVED, that does seek to add another designated period, and does hereby authorize this Resolution, indicating a desire to add a designated period from

June 30, 2012 - September 30, 2012 for _____

members in the all Employees

Adopted and approved this _____ day of _____, _____

BY _____



Presiding Officer

Attest:

Clerk/Secretary



The Impact of Closing the Defined Benefit Plan at CalPERS

Prepared by the California Public Employees' Retirement System (CalPERS)

March 2011



The Impact of Closing the Defined Benefit Plan at CalPERS Executive Summary

CalPERS administers a defined benefit (DB) plan which guarantees a lifetime pension benefit to retirees. In recent years, questions regarding the impact of closing the DB plan and replacing it with a defined contribution (DC) plan or a hybrid plan have become more widespread.

There are two options to close a DB plan: a hard freeze and a soft freeze. A hard freeze stops future service accruals for all (current and future) employees. A soft freeze closes the DB plan to new hires. In the event of a soft freeze, another retirement plan, such as a DC or hybrid plan, would likely be established and offered to future employees. The DB plan would continue to operate for current employees.

In the public sector in California, there is strong legal protection for benefits, and it is commonly understood that public pension plans are limited to soft freezes. Typical soft freeze plan alternatives are a DC plan, a deferred compensation plan such as a 401(k) or 403(b) plan, or a hybrid plan, a DC component and a more modest DB plan than the existing pension plan. DC proponents prefer DC plans because of their perceived portability, predictable employer costs, employee control over their investments, and the shift of the investment risk from the employer to the employee. Some DC proponents also say that DC plans offer greater transparency because the employee selects their own investments, eliminating potential conflicts of interest in investment decisions by public retirement boards.

The costs and risks of closing a DB plan include:

- The cost of administering two plans for both current and future employees
- Higher DC plan administrative costs
- Asset Allocation and Investment Return advantages of a DB plan
- Liquidity requirements of a DB plan
- Accounting Impact - frozen DB plan expenses must be amortized over a decreasing payroll which will lead to front-loaded expenses
- Social Security - would have to add employees that currently do not participate
- Loss of a recruitment and retention tool
- Disability and survivor benefits not offered in a DC plan
- Longevity risk and leakage in DC plans
- Cost of Living Adjustments are a DB plan benefit, not a DC plan feature

Providing employee benefits through any retirement plan is a complex policy decision. Before making policy decisions regarding the choice of using a DB plan, a DC plan or a hybrid plan to provide retirement benefits, a thorough cost-benefit analysis should be conducted including both potential short and long term cost savings. A comparative analysis should consider the goals the employer is attempting to reach, the level of benefits that are desired, and provide an understanding of the risks inherent in various pension plan designs, and who should bear them. Any analysis should also include the need for a rebalancing of the portfolio to reflect the greater need for liquidity once all active members have retired.

Issue Brief: The Impact of Closing the Defined Benefit Plan at CalPERS

Introduction The California Public Employees' Retirement System (CalPERS) administers a tax-qualified defined benefit (DB) plan created to provide secure retirement income to qualified members employed by a participating public employer, and whose earnings capacity is diminished by age or disability. The DB plan is intended to advance the financial security for all who participate in the System. Benefits of the DB plan for employers include the ability to attract and retain qualified employees for government employment, and reasonably estimate costs from year to year as they develop their annual budgets. In recent years, questions regarding the impact of closing the DB plan and replacing it with a defined contribution (DC) plan or a hybrid plan have become more widespread.

The scope of this Issue Brief does not cover hybrid plans. However, the concepts related to the additional cost of administering two plans and the type of freeze a plan administrator may consider, outlined in this Issue Brief, would likely apply to various hybrid plan designs. A 2004 study by Watson Wyatt, benefit consultants, shows that "retirement plan costs typically rise after a conversion from a traditional pension to a hybrid plan."¹ And, a November 2010 study by Towers Watson, a benefits consulting firm, found that "...hybrids are more volatile than DC plans. Conversely, as there is a natural tradeoff between cost and volatility, hybrid plans are somewhat more cost-efficient than DC plans, although somewhat less so than traditional DB plans."²

Issue Overview

This Issue Brief examines the impact of closing the DB plan at CalPERS, i.e., eliminating future service accruals in the plan and opening a DC plan as a replacement.

This Brief intends to:

- define DB and DC plans
- identify key areas that have an impact on the cost of the plan for both the short and long-term upon closure of the plan
- identify who bears the risk; the employer or employee

¹ Watson Wyatt Insider. *Workforce Realities Not Cost, Drive Hybrid Plan Conversions*. February/ March 2004.

² Tomeka Hill, Gaobo Pang and Mark Warshawsky. *Hybrid Pension Plans: A Comprehensive Look at Their History, Economics and Features*. Towers Watson Perspectives. November 2010, page 27.

What are DB and DC Plans?

A defined benefit (DB) retirement plan is a traditional pension plan, such as the CalPERS DB plan. Under a DB plan a retiree receives a retirement benefit that is guaranteed by law. Typically, the amount of the retirement benefit is determined by the benefit formula, a participant's years of service, age at retirement, and the highest salary over a specified number of years.

Public pension benefits are funded by employee and employer contributions, and investment earnings. A plan administrator is responsible for managing the DB plan on behalf of participating employers. Employers ensure adequate funding is available for benefits for their employees.

A defined contribution (DC) retirement plan is a deferred compensation retirement savings account such as a 401(k) or 403(b) plan. DC plans do not have any guaranteed benefits. Retirement benefits are determined by contributions made to an individual account by the participant, employer and investment earnings. The employee is typically responsible for managing their own retirement account and making decisions about where to invest their retirement savings, and how much to contribute and how often. The maximum employer contribution amount is usually set by law or by the employer.

DB Plan Freeze Options

If a DB plan administrator is considering a change in benefits, the plan can offer participating employers two pension plan freeze options. An administrator can terminate future service accruals for all (current and future) employees, known as a "hard freeze", or close the plan to new entrants (new hires) only, known as a "soft freeze." In the public sector in California, there is strong legal protection for benefits, and it is commonly understood that public pension plans are limited to soft freezes. Key areas that have an impact on costs to the plan for both the short and long term are identified below as well as who bears the risk, the employer or the employee. All of the issues outlined below are applicable under both the hard and soft freeze options.

Typical soft freeze plan alternatives are a DC plan (a deferred compensation plan such as a 401(k) or 403(b) plan) or a hybrid plan (a DC component and a more modest DB plan than the pension plan for current employees). DC proponents prefer DC plans because of their perceived portability, predictable employer costs, employee control over their investments, and the shift of the investment risk from the employer to the employee. Some DC proponents also say that DC plans offer greater transparency because the employee selects their own investments, eliminating potential conflicts of interest in investment decisions by public retirement boards.

Costs and Key Risk Areas

Two Plans Cost More Than One: Administrative Costs

(Employer and Employee) When a plan administrator closes a DB plan, often the administrator opens a fixed-rate DC plan. Closing a DB plan does not eliminate the administrative costs of the DB plan. The DB plan must be administered until the last participant quits working, retires and dies. In the first year of a DC plan, there are significant start-up costs. Individual accounts need to be created for new participants and those accounts must be maintained. Until the final DB plan participant dies, two plans must be maintained and two plans cost more than one.³

DC Plan Administrative Costs Are Higher Than DB Plan Costs

(Employee) For large pension plans such as CalPERS, the cost of managing a DB plan is lower than the cost of managing a DC plan because administrative costs are driven by scale.⁴ The average annual cost of managing the CalPERS DB plan from 1997 to 2004 was 0.25 percent of assets. The annual management cost of a DC plan can be as high as 2 percent of assets. The expense ratio for the average stock mutual fund is 1.1 percent of assets.⁵ In general, the employer pays the administrative costs in a DB plan and the employee pays the administrative costs in a DC plan.

Asset Allocation and Investment Return

(Employer and Employee) The economic efficiencies embedded in DB plans are substantial. The biggest drivers of the cost advantages in DB plans are longevity pooling and enhanced investment returns that derive from reduced expenses and professional management of assets.⁶ When mature, a DB plan has a balanced mixture of young, middle-age, and retired members. This balance give DB plans the ability to diversify their portfolio over a broader investment horizon. For example, investments in private equity are rarely an option for DC plans. As DC plan participants approach retirement age, they are advised to shift their assets from higher return/higher risk assets like equities to lower return/lower risk assets such as bonds. While there are good reasons for doing this, to protect against market shocks later in life, the result comes at the price of lower expected investment returns.

DB plans on average return 1 percent more than DC plans. In addition, investment expenses can be expected to be 0.5 percent higher for DC plans than for DB plans. The combined effect of the differences in return and expenses is 1.5 percent which, when compounded over a 25 year career, will result in asset accumulations of 20 percent less for

³ National Institute on Retirement Security. *Look Before You Leap, The Unintended Consequences of Pension Freezes*. October 2008.

⁴ Council of Institutional Investors. *Protecting the Nest Egg: A Primer on Defined Benefit and Define Contributions Plans*.

⁵ CalPERS. *Pension Debate: The Myths and Realities of Defined Benefit and Defined Contribution Plans*. July 2006.

⁶ National Institute on Retirement Security. *A Better Bang for the Buck-The Economic Efficiencies of Defined Benefit Pension Plans*. August 2008.

DC plans than for DB plans for the same contribution amount.⁷

A 2009 paper published by Milliman, an independent actuarial consulting firm, cited lower investment returns from DC plans in Nebraska and West Virginia public pension systems. Over a 20 year period, Nebraska's state and county employees earned an average return between 6 and 7 percent in the DC plan. During this same time period, the DB plan for Nebraska's school employees, state judges and state patrol earned an average investment return of 11 percent. Similarly, the average return rate for West Virginia teachers in the DC plan was 3.15 percent lower than that for the DB plan members from 2001 through 2007.⁸

In a DC plan, employees assume all the investment risk while in a DB plan this risk is assumed by the employer. Closing a DB plan to create a DC plan can be viewed as a policy and benefit shift for the employer. In a DC plan, once the employer makes their required share of contributions, they have no other obligations. The benefit provided to the employee at retirement depends heavily on the investment returns of the employee's account. The higher the returns during the employee's career, the higher the benefit will be at retirement. Conversely, lower returns lead to lower benefits at retirement.

Participants in a DC plan also face the risk of experiencing significant market losses just prior to retirement or even after retiring, which could impact their decision to retire, their standard of living after retirement and may force current retirees to seek employment after retirement.

Liquidity Requirements

(Employer and Employee) As a closed DB plan ages, fewer contributions due to fewer active members, relative to retiree benefit payments, increases the need for more liquid assets. This creates a need to shift assets to investments that have a more predictable cash flow such as bonds. This generally has a negative impact on the fund and results in lower investment income. This lost investment income needs to be covered by additional contributions. These contributions may come from the employer, the employee or a combination of both.

The actual amount of investment income lost is affected by how quickly the closed DB plan shifts its asset allocation toward a more conservative allocation involving a higher proportion in fixed income, and how much of the assets are invested in fixed income.

The newly adopted asset allocation of the Public Employees' Retirement Fund (PERF) calls for 15.9 percent of the assets to be invested in fixed income. Once all members are retired, it is

⁷ Alicia H. Munnell, Mauricio Soto, Jerilyn Libby and John Prinzivalli. *Investment Returns: Defined Benefit vs. 401(k) Plans*. Issue in Brief 52, Center for Retirement Research at Boston College. September 2006.

⁸ Mark Olleman. *Public Plan DB/DC Choices*. Milliman. January 2009.

reasonable for a closed DB plan to invest a much higher portion of its assets in fixed income. For example, the pension plan may shift the asset allocation to 60 percent in fixed income once all members have retired. For CalPERS, most of the current active members will likely retire in about 30 years. At that point, more assets would be allocated to fixed income. If the asset allocation were to gradually shift each year over the next 30 years toward more fixed income assets to achieve a 60 percent fixed income goal, the expected investment income for the entire portfolio would be lower. Over the next 60 years, expected investment income would be decreased by about \$150 to \$200 billion for CalPERS as a whole. If the decision were made to invest 40 percent in fixed income, then the lost investment income would be less, and similarly, a shift to 80 percent fixed income would result in a greater reduction in investment income. Any shortfall in investment earnings would need to be made up by higher contributions from the employer or the employee or both. The present value of shifting the asset allocation to 60 percent fixed income is estimated to be between \$30 and \$40 billion.

Accounting Impact

(Employer) For an employer's financial statement to be compliant with accounting standards set by the Governmental Accounting Standards Board (GASB), certain rules must be followed. In particular, GASB Statements 25 and 27 set guidelines for DB plans. GASB defines the "expense" that must be disclosed by public agencies in financial statements for their DB plans. In contrast, the actual employer required contributions are determined on a funding basis which may differ from the accounting basis prescribed by GASB.⁹

Under GASB, the DB plan unfunded liability must be amortized over a period no greater than 30 years. In addition, the unfunded liability must be amortized in level dollar amounts, or as a level percent of the projected payroll. For an open DB plan, projected payroll can be expected to grow as new hires are expected to replace retiring employees, and average pay generally increases each year. As a result, payment schedules can see dollar amounts increase at the same rate as the payroll.

However, once a plan is frozen and closed to new entrants, payroll will decline over time. Therefore, under governmental accounting standards, a frozen plan must be amortized over a decreasing payroll or as a level dollar amount. In practice, the pension expense of a frozen plan will tend to be front-loaded, as compared to an open plan that can spread these costs over a growing payroll base. The accounting costs will rise in the short term due to this front-loaded

⁹ The CalPERS Board would need to review its amortization policy for funding purposes to determine whether or not it should be consistent between accounting and funding. This Brief does not assume any changes to the Board's current amortization policy for funding purposes. If the Board were to adopt a funding policy similar to the change mandated by the accounting standards, actual contributions would change in a similar manner to the pension expense shown on the table, Impact on Pension Expense.

nature. Because CalPERS plans are currently subject to an amortization schedule as a level percentage of an increasing payroll, closing the DB plan would result in a change to a level dollar amortization for accounting purposes. By converting to a level dollar amortization, the percentage increase in short term amortization of the unfunded liability will be about 30 to 40 percent, increasing the pension expense in the short term.

As an example of the short term impact on expensing requirements of changing the amortization method, the table below provides a comparison of the portion of the pension expense attributable to the unfunded liability for the next ten years for the State plans. As shown in the table below, if the DB plan is closed to new hires, the State would be required to front load the pension expense to pay off the unfunded liability. Expenses would be greater for the first 10 years and be lower afterward.

Impact on Pension Expense (Accounting Impact) Fiscal Years 2010-2011 through 2019-2020			
Fiscal Year	Current Amortization of the Unfunded Liability (in millions)	Amortization of the Unfunded Liability If DB Plan is Closed (in millions)	Difference (in millions)
2010-2011	\$1,663.8	\$2,192.8	\$529.0
2011-2012	\$1,712.6	\$2,192.8	\$480.2
2012-2013	\$1,763.0	\$2,192.8	\$429.8
2013-2014	\$1,814.9	\$2,192.8	\$377.9
2014-2015	\$1,868.4	\$2,192.8	\$324.4
2015-2016	\$1,923.6	\$2,192.8	\$269.2
2016-2017	\$1,980.5	\$2,192.8	\$212.3
2017-2018	\$2,039.1	\$2,192.8	\$153.7
2018-2019	\$2,099.6	\$2,192.8	\$93.2
2019-2020	\$2,161.9	\$2,192.8	\$30.9

Note that the amortizations of the unfunded liability in the table above are based on the unfunded liability from the June 30, 2009 actuarial valuation of the State plans. It assumes all actuarial assumptions will be met including the assumption that the investment return earned by CalPERS will be 7.75 percent each year into the future. To the extent the actual experience of the plan is different than expected, these amounts will differ.

Social Security

(Employer and Employee) Employers are required to participate in Social Security unless they provide an alternate minimum level of retirement benefits. Many public employees, most notably safety

members, do not participate in Social Security. Closing the DB plan for employees who do not participate in Social Security would force their employers into Social Security unless a mandatory DC plan was established to provide a minimum allocation of 7.5 percent of salary. The cost of Social Security is 12.4 percent shared equally by the employee and employer. As a result, freezing the DB plan could increase costs by 6.2 percent for many employers in addition to their current obligations.

Another important consideration is that members in a DC plan face investment risk, longevity risk, and post-retirement cost-of-living adjustment risk. DB plans are able to address these risks in their plan design. Social Security provides some protection against these risks. For employers who do not participate in Social Security, a switch to a DC plan provides no protection from these kinds of risk. Therefore, if these risks are an issue for an employer, then participation in Social Security should be considered if their employees are currently not covered.

Recruitment and Retention

(Employer and Employee) The retirement security offered by DB plans is highly valued by public employees and employers as a recruitment and retention tool. A recent study by the Alaskan Public Pension Coalition found that Alaska is investing significant resources in hiring and training young public employees only to have them leave the state with their training and experience, and DC account balances to work for employers with DB plans.¹⁰

The National Institute on Retirement Security (NIRS) published the issue brief *Look Before You Leap: The Unintended Consequences of Pension Freezes* in October 2008. One key finding was a DB to DC switch can worsen retirement insecurity, potentially damaging recruitment and retention efforts.¹¹ The effects are more severe under a DB to DC switch than if benefits in the existing DB plan are reduced. Some state retirement systems, such as West Virginia, who made the DB to DC switch, have gone back to the DB plan. This action was largely because the DC plan did not provide adequate retirement security for its members.

Disability and Survivor Benefits

(Employee) DB pension plans generally provide income and benefit security in the event of regular service retirement, but also in the unforeseen event that a member becomes disabled or dies prior to retirement. Disability and death benefits are pre-funded within the pension plan. If the DB plan is closed, disability and death benefits need to be provided by a third-party in addition to the DC plan. DC

¹⁰ Alaskan Public Pension Coalition. *Returning Alaska to a Defined Benefit System: A Benefit for Alaskans and a Savings for the State*. February 2010.

¹¹ National Institute on Retirement Security. *Look Before You Leap: The Unintended Consequences of Pension Freezes*. October 2008.

plans are not designed to provide adequate benefits in the event of disability or death prior to retirement, especially when these events occur early in an individual's career. Members with short service tenure do not have time to accumulate sufficient assets in their DC account to provide for an adequate benefit for themselves or their survivors.

To provide similar disability and survivor benefits, these benefits would have to be purchased from an insurance company. The cost to purchase similar benefits from an insurance company is greater than the cost of providing these benefits within the DB plan because an insurance company uses a lower discount rate because it is required to invest in less risky assets, will add a premium due to accepting the risk, and will generally add a profit margin.

Longevity Risk and Leakage

(Employee) Longevity risk describes the uncertainty an individual faces with respect to their exact lifespan. Actuaries can predict the life expectancy of an individual retiring at age 62 to be age 85. Some members will live a relatively short period of time after retirement and others will live beyond age 100. In a DB plan, actuarial gains resulting from individuals dying earlier than their life expectancy may offset actuarial losses from individuals living longer than their life expectancy. As a result, only enough assets to pay for the average life expectancy are required in a DB plan. Comparatively, an individual in a DC plan may need to accumulate more assets to last the maximum life expectancy.

The need to accumulate more assets is even more evident when considering that individuals participating in a DC plan are generally advised to shift their assets from higher return/ higher risk assets like equities to lower return/ lower risk assets such as bonds. This shift means that the assets in the DC plan will grow at a lower rate in a DC than in a DB plan after retirement therefore increasing the longevity risk.

DC plans also generally allow participants to borrow or withdraw from their retirement accounts. The outflow of money from the account is often referred to as "leakage". Some DC plan participants may seek to take advantage of being able to tap their account to meet short-term needs. Any amount of cashing out or drawing down account balances is a major concern because it can greatly impact retirement savings.¹² If these funds are not replenished by the member, there is little or no retirement savings when it is needed.

¹² Fidelity Investments. *Plugging the Leaks in the DC System: Bridging the Gap to a More Secure Retirement*. Employee Benefits Research Institute. Summer 2010.

Cost of Living Adjustments – COLA

(Employee) DB plans generally have COLAs included in their design and are able to mitigate the impact of inflation. Most CalPERS members receive a 2 percent COLA after retirement, and are protected from some of the effects of inflation by the Purchasing Power Protection Allowance (PPPA) benefit. The PPPA benefit maintains a 75 percent or 80 percent purchasing power benefit level after retirement.

DC plans do not have COLAs. The effect of inflation is likely to erode the value of the account balance over time, especially in the event of a high inflation period. To mitigate this risk, in some cases members of a DC plan may be able to invest in securities with inflation protection. However, as with any investment decision, there is a trade off. Generally, in order to guarantee inflation protection, the participant will have to give up a portion of the investment return elsewhere leading to lower benefits in retirement.

Conclusion

Providing employee benefits through any retirement plan is a complex policy decision. Before making policy decisions regarding the choice of using a DB plan, a DC plan or a hybrid plan to provide retirement benefits, a thorough analysis should be made of the benefits provided by each plan and the effects of these plans on employer costs, on recruitment and retention goals of the employer, and the ability of the employer to predict and anticipate costs over time.

For the reasons listed in this Brief, a DB plan that currently costs an employer 15 percent of payroll cannot be replaced by a DC plan that also costs the employer 15 percent of payroll and provide the same level of benefits. A DC plan that costs 15 percent of payroll will offer lower benefits than a DB plan that costs 15 percent of payroll.

Therefore, if an employer desires to reduce the cost of providing a retirement benefit, it is recommended that all avenues to reduce costs be analyzed, and a thorough cost-benefit analysis be conducted. A comparative analysis should consider the goals the employer is attempting to reach, the level of benefits that are desired, and provide an understanding of the risks inherent in various pension plan designs, and who should bear them. Any analysis of the impact of closing a DB plan should also consider the short term costs, and weigh them against the long term cost savings of the proposed replacement plan. Finally, any analysis should also consider the need for a rebalancing of the portfolio to reflect the greater need for liquidity once all active members have retired.



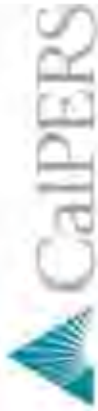
California Public Employees' Retirement System
400 Q Street
Sacramento, California 95811

(916) 795-3240
www.calpers.ca.gov



A Preliminary Analysis of Governor Brown's Twelve Point Pension Reform Plan

Prepared by the California Public Employees' Retirement System (CalPERS)



GOVERNOR'S TWELVE POINT PENSION REFORM PLAN

1. Equal Sharing of Pension Costs: All Employees and Employers

The funding of annual normal pension costs should be shared equally by employees and employers.

BACKGROUND

Currently, contributions toward annual pension costs come from both employees and employers. Employees typically contribute a fixed percentage of their earnings. The employee contribution rate is generally fixed by statute or memorandum of understanding, and varies from approximately 5% to 11% of an employee's salary. The employer contribution is determined on an annual basis by the plan's actuaries.

Employers may also pay all or a portion of the employee contribution pursuant to an adopted contract option, resolution or written labor agreement, effectively reducing the employee contribution rate to zero.

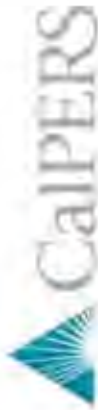
IMPACTS

LEGAL	WORKLOAD	FISCAL	POTENTIAL PROs/CONs
<p>Increasing employee contributions may impair vested rights in some cases, depending upon the extent of the increase as well as other factors. Vested rights may also be impaired where the Legislature or employer did not reserve the right to increase contributions (i.e., in statute or memorandum of understanding).</p> <p>How will this impact existing memorandums of understanding and other employment contracts? How will this impact the bargaining process going forward?</p>	<p>The workload will depend on how this proposal is implemented. Is the equal sharing only a target or is the intent to literally require the employer and employee to each contribute half of the total normal cost?</p> <p>If the final language actually sets the employee contribution rate at 50%, it would result in employee contribution rates changing annually and likely increase the administrative workload for both the system and employers (i.e., statutory clean-up, rate setting and payroll reporting, etc.).</p>	<p>Program Costs:</p> <p>If it only applies to normal cost there will be very little savings, if any, for state plans because with the recent bargaining agreements most state employees are paying more than or close to half the total normal cost.</p> <p>For most local contracting agencies, LRS, and JRS this could result in increased employee contributions and reduced employer contributions. The actual impact will vary by employer and will depend on the benefit formula</p>	<p>PROs:</p> <ul style="list-style-type: none"> • May make it clearer to the public who is paying each portion of pension costs. • Reduces fiscal pressure on public agencies that are paying the members' share of contributions. <p>CONs:</p> <ul style="list-style-type: none"> • Eliminates ability to negotiate contribution rates and employer paid member contributions (and thereby eliminates bargaining options). • Because the actual normal cost varies by an employee's entry

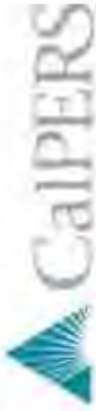


IMPACTS

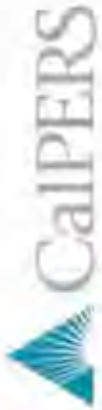
LEGAL	WORKLOAD	FISCAL	POTENTIAL PROS/CONS
<p>How will the defined contribution component be designed to ensure that it is a tax-deferred plan?</p> <p>Will the defined contribution component include employee contributions? If so, will the contributions be elective or mandatory? In either case, there will be specific federal tax requirements that must be satisfied which should be considered during the plan design phase.</p> <p>A hybrid pension structure will likely require significant legislative action, including statutory and administrative restructuring, which will require time and resources to implement. No assets from the Public Employees' Retirement Fund may be used to design or implement any other plan, nor may such assets be used to administer any other plan.</p> <p>How will the defined benefit component be designed? Will it be part of the existing defined benefit plan, or will a separate defined benefit plan be established (with the effect of closing the existing defined benefit plan to new employees)?</p>	<p>Workload impact would depend on the structure and design of the hybrid plan and who administers the DC component.</p> <p>For example when considering the DB component:</p> <ul style="list-style-type: none"> Will the DB component be part of the existing plan or be its own plan? What are the permitted plan designs/formulas? What optional benefits will be permitted in the DB portion? How will the cap work? Is it necessary since earnings are capped under 401(a)(17) and the lower formulas will mean that it would be difficult to get to \$100K (indexed?) under the DB portion of the hybrid? <p>When looking at the DC component of the hybrid plan one needs to consider:</p> <ul style="list-style-type: none"> For the State, should the DC component be the DC plans administered by Department of Personnel Administration? 	<p>In order to complete a fiscal impact one would need to know</p> <ul style="list-style-type: none"> What income level should be used in determining whether a particular design achieves the target? For example a benefit design that provides 75% replacement ratio to an employee with a final compensation of \$50,000 will not likely provide that same percentage to employees earning above or below \$50,000. What assumptions should be used (especially for the DC portion) in determining if the 75% replacement is met? For example, Social Security replaces a higher portion of income for low paid workers – to achieve a uniform 75% replacement rate; either the DB or the DC piece of the hybrid would have to provide extra benefits to high paid employees. Assuming that is not intended then it will be necessary to choose an income level at which the 75% is to be achieved. <p>The following are high level comments regarding fiscal impact:</p>	<p>PROs:</p> <ul style="list-style-type: none"> Reduces long-term employer risks associated with defined benefit liabilities by shifting a portion of those risks to employees. Fundamentally changes public pensions in a way that may satisfy calls for reform. Reduces employer cost. <p>CONs:</p> <ul style="list-style-type: none"> May reduce public employers' recruiting success to the extent skilled workers value traditional pension benefits. May result in increased cost for funding the benefits of current members. Reduces employee benefits. Creates unequal treatment between new and current employees who are similarly situated. Closing the existing defined benefit plan would threaten its actuarial soundness.



		the proposed hybrid plan is designed and implemented. Administrative Costs: Regardless of final design one should anticipate substantial workload and costs to implement and administer new benefit plan(s).	Effective Date
3. Increase Retirement Ages: New Employees Increase retirement age for most new miscellaneous employees to align with Social Security retirement age which is currently set at age 67. The retirement age for new safety employees will be less than 67, but commensurate with the ability of those employees to perform their jobs in a way that protects public safety.			
BACKGROUND			
Currently, to be eligible for service retirement, most CalPERS members must be at least age 50 with a minimum of five years of CalPERS-credited service. In some cases, members who retire prior to the normal retirement age (as determined by the applicable retirement benefit formula) receive a modified benefit, reduced to reflect the member's age at retirement. For example, for the State Miscellaneous 2% @ 60 formula, at age 50 the benefit factor is 1.09%			
IMPACTS			
LEGAL	WORKLOAD	FISCAL	POTENTIAL PROS/CONS
How will the proposal address public safety employees? How will the proposal address industrial and non-industrial disability? Is the intent that the new minimum retirement age would apply to existing public employees when they change public employers (as opposed to applying only to new employees who have not yet acquired service credit under CalPERS or a public pension system that has reciprocity with CalPERS)? If so, how will the	The workload will depend on how this provision is coordinated with the Hybrid Plan structure and whether any corresponding changes are made to the industrial and non-industrial disability retirement benefits. Will higher retirement ages result in more industrial or non-industrial disability retirement applications? This may be an issue, especially if no corresponding changes are made to the disability retirement laws.	Program Costs: It is difficult to determine any cost savings without knowing: <ul style="list-style-type: none"> • The retirement age for Safety Classifications, and • The multipliers at ages other than the full retirement age. Will higher retirement ages result in more disability retirements which could impact plan costs? Administrative Costs: Will higher retirement ages have the unintended consequence of incensing disability retirements	PROs: <ul style="list-style-type: none"> • Potentially reduces employers' liabilities for other post-employment benefits, such as retiree health. • Reduces employer costs. CONS: <ul style="list-style-type: none"> • Employees who have to retire early due to health or other unforeseen reasons may not have an adequate pension. • May increase the number of industrial or ordinary disability retirements. • Reduces employee benefits.



<p>in this context? Does it include existing public employees who obtain new employment with a different public employer (i.e., moving from employment with the State to employment with a contracting agency)? If so, vested rights may be impaired with respect to service credit acquired with the first employer if the employee is currently entitled to 12 month final compensation.</p>	<p>If not, staff would need to make computer system changes and amend contracts for those employers that have yet to contract for three-year final compensation.</p>										
<p>5. Calculate Benefits Based on Regular, Recurring Pay to Stop Spiking: New Employees Final compensation would be defined as the normal rate of base pay, excluding special bonuses, unplanned overtime, payouts for unused vacation or sick leave, and other pay perks.</p>			Effective Date								
<p style="text-align: center;">BACKGROUND</p> <p>Final compensation is currently defined as the highest average "compensation earnable" by a member during twelve or thirty-six consecutive months of employment at any time during such member's employment with a CalPERS employer (or, in some instances with reciprocal employers).</p> <p>Currently, for CalPERS purposes, "compensation earnable" is made up of the pay rate and special compensation of the member and must be included in written pay schedules, ordinances, or other documents that are available for public scrutiny.</p>											
<p style="text-align: center;">IMPACTS</p> <table border="1"> <thead> <tr> <th data-bbox="987 1535 1019 2022">LEGAL</th><th data-bbox="987 1052 1019 1535">WORKLOAD</th><th data-bbox="987 569 1019 1052">FISCAL</th><th data-bbox="987 77 1019 569">POTENTIAL PROS/CONS</th></tr> </thead> <tbody> <tr> <td data-bbox="1019 1535 1187 2022"> <p>What is meant by "normal rate of base pay"? The proposal should specifically define this term or incorporate terms used in existing law.</p> <p>Is the intent to eliminate special compensation or otherwise change the scope and definition of special compensation? If so, how would the definition of special compensation change?</p> </td><td data-bbox="1019 1052 1187 1535"> <p>Workload will depend on how employers and employees react to the new rules. Will employers continue to pay special comp to all employees and administer two sets of reporting rules, continuing to report special comp for existing employees but not for new employees? Or move away from special compensation for all employees?</p> <p>Trying to administer differing</p> </td><td data-bbox="1019 569 1187 1052"> <p>Program Costs: The cost impact will depend on whether base salaries increase over time to offset loss of reporting special compensation</p> <p>Administrative Costs: Will these new rules reduce complexity and result in fewer payroll reporting errors? Or add to the complexity by creating the need to administer two sets of rules?</p> </td><td data-bbox="1019 77 1187 569"> <p>PROs:</p> <ul style="list-style-type: none"> • Could eliminate disputes over reportable compensation. • Increases salary transparency. • May reduce payroll reporting errors. • Reduces employer cost. • Likely reduces the opportunities for pension spiking or abuse. <p>CONS:</p> <ul style="list-style-type: none"> • Could result in eliminating </td></tr> </tbody> </table>				LEGAL	WORKLOAD	FISCAL	POTENTIAL PROS/CONS	<p>What is meant by "normal rate of base pay"? The proposal should specifically define this term or incorporate terms used in existing law.</p> <p>Is the intent to eliminate special compensation or otherwise change the scope and definition of special compensation? If so, how would the definition of special compensation change?</p>	<p>Workload will depend on how employers and employees react to the new rules. Will employers continue to pay special comp to all employees and administer two sets of reporting rules, continuing to report special comp for existing employees but not for new employees? Or move away from special compensation for all employees?</p> <p>Trying to administer differing</p>	<p>Program Costs: The cost impact will depend on whether base salaries increase over time to offset loss of reporting special compensation</p> <p>Administrative Costs: Will these new rules reduce complexity and result in fewer payroll reporting errors? Or add to the complexity by creating the need to administer two sets of rules?</p>	<p>PROs:</p> <ul style="list-style-type: none"> • Could eliminate disputes over reportable compensation. • Increases salary transparency. • May reduce payroll reporting errors. • Reduces employer cost. • Likely reduces the opportunities for pension spiking or abuse. <p>CONS:</p> <ul style="list-style-type: none"> • Could result in eliminating
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			annuitants without reinstatement.
7. Felons Forfeit Pension Benefits: All Employees Would require that public officials and employees forfeit pension and related benefits if they are convicted of a felony in carrying out official duties, in seeking an elected office or appointment, or in connection with obtaining salary or pension benefits.			Effective Date
BACKGROUND			
In limited circumstances, current law provides for suspension of benefits for state members of CalPERS and members of the Legislators' Retirement System upon indictment for specified felonies. In addition, in limited circumstances, current law provides for some benefit forfeiture for certain members of Judges' Retirement Systems I and II and elected public officials.			
IMPACTS			
LEGAL	WORKLOAD	FISCAL	POTENTIAL PROS/CONS
<p>This proposal may impair vested rights of existing employees who have already acquired substantial rights to their pensions prior to the time that the statute takes effect and/or prior to the time the felony is committed.</p> <p>How will the proposal define final conviction, and how will public pension systems determine when a conviction is final?</p> <p>Which benefits will be forfeited (i.e., benefits acquired after the statute goes into effect and/or after the felony is committed)?</p> <p>If forfeited benefits only include those which are acquired after the felony is committed, how will public pension systems determine the date on which the felony is committed, particularly in cases</p>	<p>The impact depends on the number of felony convictions. However, it should be noted that the cases that do arise may require a significant amount of work based on our experience and difficulty of administering pension forfeit laws.</p> <p>Who would be responsible for monitoring and enforcing?</p>	<p>Program Costs: Employer savings would depend on the number of convictions and the amount of the benefit forfeited.</p> <p>Administrative Costs: Will depend on the number of benefit forfeitures processed and whether litigation costs are incurred in enforcing this expanded application of the forfeiture statutes.</p>	<p>PROs:</p> <ul style="list-style-type: none"> • May create greater consistency with existing laws which provide that elected officials and judges forfeit public pension benefits for certain crimes. • Provides a possible deterrent for those who would consider committing these acts as a public employee. • May address some public concerns regarding member abuse of system. <p>CONs:</p> <ul style="list-style-type: none"> • May be difficult and impractical to implement and enforce. • Could negatively impact the future benefits of a spouse or dependent. • May impair vested rights • Currently, there is no way to enforce this for retirees who go



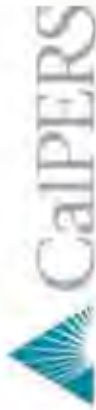
retirement system assets compared to liabilities. When investment earnings on assets are high, employer contributions can generally be reduced, and when investment earnings are low, employer contribution rates generally are increased. Under certain circumstances, the actuarially determined employer contribution rate may be zero, resulting in a contribution holiday for employers.

In 2005, the Board adopted an Employer Rate Stabilization Policy (ERSP) to help reduce volatility in the employer contribution rates. The ERSP requires that any surplus assets be amortized over a period of 30 years. The result of the ERSP is that the possibility of contribution holidays is minimized but it is still possible.

IMPACTS

LEGAL	WORKLOAD	FISCAL	POTENTIAL PROS/CONS
<p>Will the proposal be sufficiently limited so that it does not interfere with the Board's constitutional authority and fiduciary obligations (i.e., authority to set employer contribution rates)?</p> <p>Will the proposal be sufficiently limited so that it does not inadvertently permit or require superfunding¹ which could compromise the tax qualified status of the plan?</p> <p>Will the proposal be consistent with CalPERS current Employer Rate Stabilization Policy and the recommendation of the Governor's Post-Employment Benefits Commission?</p>	<p>Workload will depend on how closely the actual proposal matches current Board policies.</p> <p>May require actuarial system or fiscal system changes.</p> <p>What happens when a plan becomes superfunded? Will there be limits or parameters put on how these surplus assets are managed or used?</p>	<p><u>Program Costs:</u></p> <p>This proposal will not have an immediate impact on most employers due to the current funding levels. It will increase the cost of the few public agencies that are currently overfunded and contribute less than the normal cost.</p> <p><u>Administrative Costs:</u></p> <p>This will depend on how closely the proposal matches current Board policies.</p>	<p>PROs:</p> <ul style="list-style-type: none"> • Could stabilize rates at normal cost from year to year over time. <p>CONs:</p> <ul style="list-style-type: none"> • Could lead to unnecessary accumulation of funds for plans that are already superfunded. • Could result in pressure to increase benefits if surplus assets build up. • Would create immediate cost pressure on overfunded contracting agencies for no apparent benefit. • May infringe on the CalPERS Board's constitutional authority to set rates. • May increase pressure on the CalPERS Board to change certain actuarial methods or assumptions as plans become better funded. • Potential tax implications if

¹ A superfunded plan is considered to already have enough assets to pay for all past and expected future service accrual.



CalPERS Board of Administration			Effective Date
11. Increase Pension Board Independence and Expertise: CalPERS Board and replace the SPB rep with the Director of DOF.			
Would add 2 independent, public members with financial expertise to the CalPERS Board and replace the SPB rep with the Director of DOF.			
BACKGROUND			
Currently, CalPERS is administered by a 13-member Board of Administration that is intended to be representative of CalPERS' constituents. The Board consists of six member-elected members, three appointed members, and four ex officio members.			
IMPACTS			
LEGAL	WORKLOAD	FISCAL	POTENTIAL PROS/CONS
Will the proposal preserve sufficient authority and independence for Board members to carry out their fiduciary duties?	Additional workload to provide staff support to the two additional board members. Will the additional Board members be elected or appointed? If elected, will CalPERS be responsible for holding the election?	<u>Program Costs:</u> None <u>Administrative Costs:</u> Increased costs for travel, staff support, training and accommodating additional Board members within existing facilities. Will new Board members be eligible for a daily stipend?	PROs: • Diversifies perspectives on the Board. CONs: • Additional costs to reconfigure auditorium and Board chambers. • Makes the Board more unwieldy and less efficient. • Will not impact benefit packages agreed to by employers and employees.
12. Reduce Retiree Health Care Costs: New State Employees			Effective Date
Would change the vesting requirements for new state employees to 15 years of service to become eligible for the minimum employer contribution and 25 years of service to receive the maximum employer contribution. Also, would change the anomaly of retirees paying less for health care premiums than current employees.			
BACKGROUND			
Currently, the vesting requirements for employer-paid retiree health benefits differ for various CalPERS' members (State, CSU, judicial, public agency and school members). The number of years of state service required for a member to fully vest ranges between 5 years of state service and 20 years of state service.			
The maximum employer contribution for State annuitants is 100% of health care premium costs, while the maximum State contribution for the dependents of State annuitants is 90%. For most active State employees, the employer contribution is 80% for both the employee and his or her dependents. The percentage varies based on collective bargaining for each unit. The actual dollar amount this			

AGENDA ITEM NO. 4.6

PALMDALE WATER DISTRICT

Overtime Breakdown Summary

For the Pay Period of 2009, 2010, 2011 & February 2012

Department	Calendar Year	Hours	Cost
Administration	2009	155.50	9,974.31
	2010	74.75	4,751.95
	2011	101.25	6,245.38
	February 2012	26.75	1,605.22
		358.25	22,576.86
Administrative Services	2009	697.75	35,878.86
	2010	179.25	6,706.08
	2011	748.25	25,635.36
	February 2012	105.50	3,928.05
		1,730.75	72,148.35
Engineering	2009	83.75	5,415.63
	2010	0.00	0.00
	2011	99.75	5,620.79
	February 2012	3.00	163.72
		186.50	11,200.14
Facilities	2009 - General	112.25	8,169.84
	Mainline Leaks	512.25	19,941.32
	2010 - General	148.00	11,388.57
	Mainline Leaks	659.50	25,123.83
	2011 - General	100.00	4,213.72
	Mainline Leaks	891.75	33,719.00
	2012 - General	39.00	1,539.32
	Mainline Leaks	87.00	3,364.01
		2,549.75	107,459.61
Production	2009 - General	190.00	11,717.14
	Plant Operator Overtime	96.50	5,280.68
	2010 - General	729.25	36,790.15
	Plant Operator Overtime	470.50	16,981.47
	2011 - General	1,400.50	71,043.56
	Plant Operator Overtime	1,184.50	42,371.58
	2012 - General	226.75	11,221.31
	Plant Operator Overtime	133.00	5,293.13
		4,431.00	200,699.02
Information Technology	2009	0.00	0.00
	2010	0.00	0.00
	2011	13.00	779.84
	February 2012	28.00	1,323.69
		41.00	2,103.53
Water Conservation	2009	29.00	1,582.63
	2010	16.00	518.87
	2011	25.00	939.07
	February 2012	5.50	218.63
		75.50	3,259.20
On Call	2009	8,031.67	85,038.36
	2010	1,649.50	51,116.82
	2011	2,373.25	77,982.67
	February 2012	436.25	12,993.57
		12,490.67	227,131.42

PALMDALE WATER DISTRICT ORGANIZATIONAL CHART

BOARD OF DIRECTORS

DIVISION 1 - ROBERT ALVARADO
 DIVISION 2 - GORDON DEXTER
 DIVISION 3 - GLORIA DEJONG
 DIVISION 4 - KATHY MAC LARIN
 DIVISION 5 - STEVE GORDOVA

VOTERS

ELECTED BOARD OF DIRECTORS

GENERAL MANAGER

ASSISTANT GENERAL MANAGER
 VACANT

EXECUTIVE ASSISTANT

ADMINISTRATIVE ASSISTANT

ATTORNEY

LADER, OF, SENEAL, COSNEY & KRUSE

FINANCIAL ADVISOR

ROBERT EGAN

AUDITOR

L.S.I., INC.

OPERATIONS MANAGER

ADMINISTRATIVE TECHNICIAN

SYSTEMS SUPERVISOR

ELECTRONIC TECHNICIAN

ELECTRONIC TECHNICIAN

ELECTRICIAN

ELECTRICIAN

PUMP TECHNICIAN

PUMP TECHNICIAN

TREATMENT PLANT SUPERVISOR

PLANT OPERATOR 2

PLANT OPERATOR 2

PLANT OPERATOR 2

PLANT OPERATOR 1/2

PLANT OPERATOR 1

PLANT OPERATOR 1

W.T.P. MAINTENANCE MECHANIC 2

W.T.P. MAINTENANCE MECHANIC 1

LAB ANALYST

LAB ANALYST

HUMAN RESOURCES MANAGER

ENGINEERING MANAGER

PROJECT MANAGER

CONSTRUCTION INSPECTOR 2

CONSTRUCTION INSPECTOR 2

CONSTRUCTION INSPECTOR 2

CROSS CONNECTION TECHNICIAN

SENIOR ENGINEER FUTURE

ASSISTANT ENGINEER FUTURE

ENGINEERING TECHNICIAN 2

ENGINEERING TECHNICIAN 2

ENGINEERING TECHNICIAN 2

FACILITIES MANAGER

CONSTRUCTION SUPERVISOR

SENIOR SERVICE WORKER

SENIOR SERVICE WORKER

SENIOR SERVICE WORKER

SERVICE WORKER 2

SERVICE WORKER 2

SERVICE WORKER 2

SERVICE WORKER 1

SERVICE WORKER 1

SERVICE WORKER 1

SERVICE WORKER 1

SERVICE WORKER 1

WAREHOUSE TECHNICIAN

WAREHOUSE TECHNICIAN

SENIOR EQUIPMENT MECHANIC

EQUIPMENT MECHANIC 2

EQUIPMENT MECHANIC 2

EQUIPMENT MECHANIC 2

EQUIPMENT MECHANIC 2

EQUIPMENT MECHANIC 2

INFORMATION TECHNOLOGY MANAGER

INFORMATION TECHNOLOGY TECHNICIAN 2

COMMUNITY & GOVERNMENT AFFAIRS COORDINATOR
 VACANT

WATER CONSERVATION SUPERVISOR

WATER CONSERVATION AIDE

FINANCE MANAGER/CFO

CUSTOMER SERVICE SUPERVISOR

ASST. CUST. SERV. SUPERVISOR

CUST. SERV. REP. 2

CUST. SERV. REP. 1

CUST. SERV. REP. 1

CUST. SERV. REP. 1

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CUST. SERV. REP. 1

CUST. SERV. REP. 1

CUST. SERV. REP. 1

CUST. SERV. REP. 1

PART TIME CUST. SERV. REP. 1
 VACANT

PART TIME CUST. SERV. REP. 1
 VACANT

FIELD SERVICE SUPERVISOR

SENIOR FIELD SERV. TECH.

FIELD SERVICE TECHNICIAN 2

FIELD SERVICE TECHNICIAN 2

FIELD SERVICE TECHNICIAN 2

FIELD SERVICE TECHNICIAN 2

FIELD SERVICE TECHNICIAN 1

FIELD SERVICE TECHNICIAN 1

FIELD SERVICE TECHNICIAN 1

FIELD SERVICE TECHNICIAN 1

FIELD SERVICE TECHNICIAN 1

FIELD SERVICE TECHNICIAN 1

FIELD SERVICE TECHNICIAN 1

WATER & ENERGY RESOURCES MANAGER

SENIOR ACCOUNTANT

ACCOUNTING TECHNICIAN

ACCOUNTING ASSISTANT 2


VACANT/FUTURE POSITIONS
 EXEMPT POSITIONS

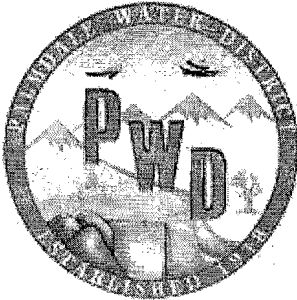
FLSA EXEMPTION STATUS DEFINITION

FLSA STANDS FOR THE FAIR LABOR STANDARDS ACT, WHICH WAS ENACTED BY CONGRESS IN 1938 AND IS UNDER FEDERAL WAGE AND HOUR STATUTES. CONVERSELY, CALIFORNIA WAGE AND HOUR LAWS ORIGINATE FROM THE DEVELOPMENT OF THE INDUSTRIAL WELFARE COMMISSION IN 1913. THE IWC HAS ISSUED VARIOUS WAGE ORDERS REGULATING THE WORKING CONDITIONS OF EMPLOYEES IN NUMEROUS INDUSTRIES WITHIN THE STATE OF CALIFORNIA.

ONE OF THE REQUIREMENTS OF THE FLSA IS FOR AN EMPLOYER TO DETERMINE THE EXEMPTION STATUS OF EACH POSITION. THERE ARE TWO TYPES OF EXEMPTION UNDER THE FLSA. THESE ARE "NON-EXEMPT" AND "EXEMPT". A NON-EXEMPT EMPLOYEE IS PAID FOR ALL OVERTIME HOURS WORKED. OVERTIME IS TYPICALLY DEFINED AS ANY TIME WORKED OVER 40 HOURS IN A WORKWEEK. NON-EXEMPT EMPLOYEES GENERALLY PERFORM OPERATIONAL FUNCTIONS SUCH AS ROUTINE CLERICAL DUTIES, MAINTENANCE WORK, AND CHECKING AND INSPECTING EQUIPMENT.

AN EXEMPT EMPLOYEE IS NOT PAID FOR OVERTIME HOURS WORKED. EXEMPT POSITIONS ARE HIGHLIGHTED ON THE PWD ORGANIZATIONAL CHART. THERE ARE THREE CATEGORIES UNDER WHICH AN EMPLOYEE MAY BE CONSIDERED EXEMPT. THEY ARE: ADMINISTRATIVE, EXECUTIVE, AND PROFESSIONAL. THESE CATEGORIES GENERALLY DEFINE AN EXEMPT EMPLOYEE AS ONE WHO CUSTOMARILY AND REGULARLY EXERCISES DISCRETION AND INDEPENDENT JUDGMENT IN THE PERFORMANCE OF HIS/HER DUTIES.

				
		MINIMUM	MAXIMUM	
	Assistant General Manager	65.34	79.42	
	Water & Energy Resources Manager	51.20	62.23	
	Engineering Manager	53.76	65.34	
	Community & Gov't Affairs Coordinator	47.98	58.33	
	Project Manager	36.38	44.22	
	Equipment Mechanic Supervisor	36.38	44.22	
	Facilities Manager	44.22	53.76	
	Construction Supervisor	34.65	42.12	
	Treatment Plant Supervisor	36.38	44.22	
	Systems Supervisor	36.38	44.22	
	Water Quality Supervisor	36.38	44.22	
	Operations Manager	46.44	56.44	
	Senior Accountant	42.12	51.20	
	Finance Manager/CFO	53.76	65.34	
	Assistant Customer Service Supervisor	34.65	42.12	
	Customer Service Supervisor	46.44	56.44	
	Field Service Supervisor	34.65	42.12	
	Water Conservation Supervisor	38.20	46.44	
	Human Resources Manager	48.76	59.27	
	IT Manager	48.76	59.27	
	Incremental steps 1 through 9 represent a 2.5% difference between steps.			



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

General Manager/CEO

Class Code:
GM001

DESCRIPTION:

Under administrative direction from the Board of Directors, the General Manager 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; reviews budget requests and makes recommendations to the Board on final expenditure levels; and is responsible for employer-employee relations.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Board of Directors through the Board President.

EXAMPLES OF DUTIES:

1. Work in partnership with the Board of Directors to establish and clarify the District's mission, vision, goals and objectives.
2. Direct District-wide planning efforts to develop, recommend and implement strategic goals, objectives, policies and procedures.
3. Serves as the Chief Administrative Officer for the District.
4. Provides advice and consultation on the development of District programs and policies.
5. Oversees development of Board agendas.
6. Conducts a variety of studies and surveys to determine the effectiveness of District programs.
7. Represents and oversees Board policies and programs involving employees, community representatives, and other government agencies.
8. Oversees the preparation of the annual budget, making recommendations to the Board on final expenditure levels.
9. Reviews budget requests and recommends approval or disapproval.
10. Maintains continuous awareness of administrative practices and recommends changes which increase the efficiency and economy of District operations.
11. Oversees District personnel matters, including employment procedures, grievances, classification and pay, and employer-employee relations.
12. Prepares leases and agreements with other agencies.
13. Oversees the grant application process and maintains responsibility for proper administration of grants received.
14. Prepares long-term Capital Improvement plans for financing.

15. Represents the District before Boards and Commissions.
16. Performs related duties as assigned.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Principles and practices of public administration, including administrative analysis, fiscal planning, and control, also policy and program development.
2. Laws, rules, ordinances, and legislative processes controlling District functions, programs, and operations.
3. Organization, operations, and problems of special districts.
4. Research and evaluation methods.
5. Budgeting principles and practices.
6. Cost estimating and contract administration.
7. Public personnel administration and employer-employee relations.
8. Principles and practices of personnel administration.

ABILITY TO:

1. Plan, organize, coordinate, and direct the work of staff to achieve efficient operations and meet program goals.
2. Prepare and administer a District budgeting and fiscal control process.
3. Collect, organize, and analyze data on a variety of topics.
4. Prepare concise and comprehensive reports.
5. Oversee the preparation of Board agendas.
6. Communicate well during public presentations.
7. Exercise leadership, authority, and supervision tactfully and effectively.
8. Evaluate and make recommendations on improvements to existing District operations, programs, and services.
9. Provide advice and consultation to the Board of Directors on the development of ordinances, regulations, programs, and policies.
10. Effectively represent the District's policies, programs, and services with individual citizens, community groups, and other government organizations.
11. Establish and maintain cooperative working relationships with co-workers, the Board, outside agencies, and the public.

EDUCATION AND EXPERIENCE:***Desirable Qualifications:***

1. An MBA OR MPA degree from an accredited college or university with major course work in water science, business administration, or public administration is required.
2. The position requires a minimum of 10 years of experience in water operations, including a minimum of five years of management, public financing and administrative responsibility.
3. This position requires an understanding of the complex laws, rules, and regulations regarding the operation, maintenance and repair of water supply and distribution facilities.

LICENSE CERTIFICATE REGISTRATION REQUIREMENT:

1. Possession of current certificate of registration as a Civil Engineer issued by the State of California.
2. Drivers License: Possession of a valid California Class C Driver License may be required at the time of appointment. Failure to obtain or maintain such required license(s) may be cause for disciplinary action. Individuals who do not meet this requirement due to a physical disability will be considered for accommodation on a case-by-case basis.
3. Possession and proof of a good driving record as evidenced by freedom from multiple or serious traffic violations or accidents for at least two (2) years duration.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS**

1. Can analyze and make sound recommendations on complex management and administrative issues.
2. Can plan, organize and direct the operations of a large, complex water distribution and water treatment system.
3. Is proactive and naturally anticipates challenges and opportunities.
4. Is innovative and flexible; and an effective problem solver.
5. Is results-oriented and a good facilitator of solutions and sound decisions.
6. Is a strong mentor and coach; generous with ideas and guidance.
7. Is inclusive and collaborative and enjoys working in a team environment.
8. Exercises high ethical practices.
9. Is a planner and strategic thinker.
10. Possess excellent interpersonal communication skills.
11. Vision must be sufficient to accomplish the duties of the position which may include operating a District vehicle.
12. Lift and carry 25 pounds and push and pull 25 pounds.

**Assistant General Manager/COO**Class Code:
AGM001PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011**DESCRIPTION:**

Under administrative direction; to plan, organize, manage, direct, and supervise the Business and Engineering Department operations and functions of the District; and to do related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the General Manager. Supervises Engineering Manager, Finance and Services Manager, and Information Technology Manager. In the absence of the General Manager, assumes full duties of that position.

EXAMPLES OF DUTIES:

1. Updates the General Manager regularly regarding operations, problems, policies, and administration information.
2. Attends and/or represents the General Manager at Board meetings, meetings, and conferences as directed.
3. Provides support to the General Manager in making presentations regarding Business and Engineering Department issues to the Board of Directors.
4. Identify and respond to the General Manager regarding community and Board of Director issues, concerns, and needs.
5. Maintains open communications and understanding of the Facilities and Production Department operations to ensure coordination of activities.
6. Attends community organization and local agency meetings as directed to represent the District and inform the public about District activities.
7. Provides administrative and professional leadership and direction for the Business and Engineering Departments by planning, organizing, and monitoring the budget for Business and Engineering Departments; identifying and resolving problems; assigning work activities and projects; monitoring work flow; reviewing and evaluating work products, methods, and procedures; and recommending adjustments as necessary.
8. Evaluates and recommends appropriate service and staffing levels for the Business and Engineering Departments.
9. Oversees updates and revisions of long-term planning activities such as the District Capital Improvement Plan and water rate adjustments.
10. Monitors Business and Engineering employee certification, training, and safety

programs.

11. Evaluates employees' job performances and makes recommendations for job performance improvement; takes disciplinary action as needed; recommends employees for salary advancement.
12. Approves time cards, overtime, vacation, training requests, and requisitions; periodically review position descriptions for accuracy and completeness.
13. Assists the District's Financial Advisor as directed by General Manager to monitor the District's finances.
14. Oversees the preparation and maintenance of the general ledger, accounting transactions, and specific records that provide backup for the District's annual audit done by an independent auditing firm and provides assistance during that audit as required.
15. Coordinates the preparation of the annual District budget and monitors actual expenditures to the approved budget.
16. Addresses and attempts to resolve customer complaints and problems referred by the General Manager or the Office Supervisor.
17. Develops engineering designs, plans, and specifications for the construction and development of District structures and facilities; resolves problems of facility location, construction, maintenance, and related functions; and obtains all required permits, including CEQA compliance.
18. Periodically reviews, updates and recommends approval of the District Standard Specifications for Water Distribution System Construction, the District Emergency Response Plan, and organizes and coordinates annual drills to practice the Plan.
19. Reviews and approves water system improvement plans and specifications developed by professional engineering for non-District projects.
20. Meets with engineering firms and developers with questions regarding water availability, design requirements, and District policies as requested by the Engineering Supervisor.
21. Oversees contract administration of consultants, multi-agency projects, and construction projects.
22. Develops security related policies and designs, plans, and specifications for the construction of security systems and/or improvements for District facilities.
23. Assists other District personnel in all related phases of activities and operations as needed; including after-hours, on-call, and other unusual times.

TYPICAL QUALIFICATIONS:

KNOWLEDGE OF:

1. Operational characteristics, services, and activities of customer service, engineering, and quality control programs.
2. Principles of organization, management, supervision, training, economic evaluation, and performance evaluation.
3. Preparation of designs, plans, specifications, estimates, reports, and recommendations for water system improvements.
4. Modern principles and practices of civil engineering, field surveying, contract administration for the successful completion of consulting and construction projects, construction of engineering projects, and governmental accounting and finance administration (particularly in the areas of accounting, budgeting, auditing, and data processing).
5. Microsoft Office, Microsoft Project, financial tracking and reporting, customer service, and CAD software programs.

6. California special district governance and administration.
7. Pertinent Federal, State, and local laws, codes and regulations including Federal and State emergency management structures and regulations and environmental regulations.
8. Safety practices and regulations.

ABILITY TO:

1. Plan, implement, and coordinate District customer service, financial, and engineering projects affecting existing customers, water distribution system development, water conservation, and water quality.
2. Learn and understand the District water distribution system operation, water treatment technologies, and water quality regulations.
3. Delegate authority and responsibility and coordinate the work of supervisory, professional, and technical staff as necessary to successfully complete programs and projects.
4. Prepare, develop, and review plans, specifications, District engineering standards, and a variety of engineering studies and reports.
5. Productively use existing and future computer systems and software packages related to engineering and business analysis and functions.
6. Understand, interpret, and explain District policies and procedures.
7. Interpret and apply Federal, State, and local policies, procedures, laws, and regulations.
8. Effectively and professionally represent the District, in addition to the Business and Engineering functions, with community organizations, the general public, other government agencies, contractors, developers, and professional engineering consultants through written material and oral presentations.
9. Establish and maintain effective and professional working relationships with those contacted in the course of work including District staff, government officials, community groups, and the general public.

EDUCATION AND EXPERIENCE

1. Completion of a Bachelor of Science Degree in Civil Engineering. A minor in public administration, finance, or business management is desirable.
2. Five (5) years of increasingly responsible professional engineering experience in design and construction of water treatment and distribution facilities, including at least two (2) years in a management or supervisory capacity.

LICENSE

1. Possession of, or ability to obtain, a valid California driver's license. Must have a driving record acceptable to the District.
2. Possession of current certificate of registration as a Civil Engineer issued by the State of California.
- 3.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS**

1. Communicate clearly and concisely, both orally and in writing.
2. Hears normal conversation sufficient to accomplish duties.
3. Communicates orally with General Manager, District Board members, co-workers, and the public in face-to-face, one-to-one, and group settings.
4. Must be able to see sufficiently to accomplish the duties of the position and to operate a District vehicle; travels regularly by vehicle and airplane in conducting District business.
5. Uses office equipment such as telephone, personal computers, copiers, and FAX machines.
6. Lift, carry, push, and pull 50 pounds.
7. Sit for prolonged periods of time, but occasional walks in uneven terrain, in an outdoor environment, making inspections of District facilities and construction projects.



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Water & Energy Resources Manager

Class Code:
WERM001

DESCRIPTION:

Under direction, performs a variety of professional and analytical duties related to water and energy resources for the District. Directs, plans, organizes, and integrates the water and energy supply to the District including the State Water Contract, diversions from Littlerock Reservoir, groundwater recharge programs, and electricity and natural gas accounts (including resource and energy scheduling). Oversees security projects and policies for District facilities.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the General Manager.

EXAMPLES OF DUTIES:

1. Develop and maintain the District's water supply plan to address current and future demands.
2. Develop and maintain the District's energy resources plan (electricity and natural gas) to address current and future demands.
3. Prepare the District's annual water production plan.
4. Responsible for contract administration of the State Water Contract, energy contracts (electricity and natural gas), energy production facility (wind turbine, solar, hydro) contracts, recycled water contracts, and water banking/groundwater recharge contracts.
5. Monitor all District accounts with energy providers; review invoices and make recommendation for payment of invoices. Review and evaluate rate structures on a regular basis. Make recommendations for changes in rate plans.
6. Act as the primary contact person from the District for energy suppliers.
7. Provide regular reports and updates to District Management regarding resource supply and usage.
8. Attend and represent the District at Board meetings, other meetings, and conferences as directed.
9. Prepare and submit resource-related reports to the state and federal government.
10. Make presentations regarding water resource and energy supply issues to the Board of Directors and other organizations.
11. Evaluate and recommend appropriate water and energy procurement opportunities to District Management.

12. Represent the District at State Water Contractors meetings.
13. Monitor, review, and evaluate District energy projects and production performance, and make recommendations for performance improvement.
14. Assist the District's operations staff by providing recommendations and information related to the operation of pump stations and wells.
15. Coordinate the preparation of the District's Urban Water Management Plan.
16. Prepare Water Supply Assessments and Water Supply Verifications to comply with requirements of SB 221/610.
17. Develop and oversee security-related projects and policies for District facilities.
18. Participate in emergency response activities as needed.
19. Participate in all phases of District-wide activities and operations as assigned.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Operational characteristics, services, and activities of District energy and water production facilities.
2. Principles, theories, procedures, practices, information sources and trends in the field of water resources, energy resources, environmental planning, and natural resource management and conservation, including land use, facility design, demographics, environmental impact, and social/economic concepts.
3. The State Water Project and contracts associated with the Project.
4. Preparation of designs, plans, specifications, estimates, reports, and recommendations for water system improvements.
5. Principles of contract administration for the successful completion of consulting projects and construction of engineering projects.
6. California special district governance and administration.
7. Local, state and federal laws, regulations, policies, and procedures.
8. Safety practices and regulations.

ABILITY TO:

1. Plan, implement, and coordinate District water resource and energy projects affecting existing and future customers,
2. Understand the District's energy system operation, water demand cycles, and water quality regulations.
3. Monitor the work of professional consulting staff as necessary to successfully complete energy resource programs and projects.
4. Analyze technical planning problems, evaluate alternative approaches, and adopt effective solutions.
5. Prepare, develop, and participate in preparation of plans, specifications, and a variety of resource related engineering studies and reports.
6. Provide technical assistance and staff leadership on all aspects of water and energy resources.
7. Effectively operate a personal computer and software (MS Office, MS Project, financial tracking and reporting software, and software packages related to engineering and resource analysis and functions).
8. Understand, interpret, and explain District policies and procedures.
9. Interpret and apply local, state and federal laws, regulations, policies and procedures.
10. Exercise sound, independent, judgment and initiative within established guidelines.

11. Establish and maintain effective and professional working relationships with those contacted in the course of work including District staff, Board of Directors, government officials, community groups, outside organizations and the general public.

EDUCATION AND EXPERIENCE

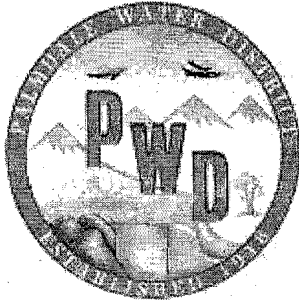
1. A Bachelor's degree from an accredited college or university with major course work in natural or physical sciences, economics, natural resources management, urban or regional planning, civil or environmental engineering, public administration or a related field. Equivalent work experience that provides the required knowledge and abilities may be substituted for the required education.
2. Two years of increasingly responsible experience in resource planning and scheduling.
3. Demonstrated success in handling a significant workload for an organization located in a high growth area, and which has an active Board of Directors.

LICENSE

1. Possession of, or ability to obtain, a valid California driver's license and proof of insurance. Must have a driving record acceptable to the District.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS**

1. Communicate clearly and concisely, both orally and in writing.
2. Hear normal conversation sufficient to accomplish duties, in person and/or on the telephone.
3. Vision must be sufficient to accomplish the duties of the position which may include operating a District vehicle.
4. Travel regularly by vehicle and airplane in conducting District business.
5. Use office equipment such as telephone, personal computers, copiers, and FAX machines.
6. Lift and carry 25 pounds.
7. Push and pull 25 pounds.
8. Manual dexterity must be sufficient to accomplish the duties of the position.
9. Sit for prolonged periods of time, but occasional walks in uneven terrain, in an outdoor environment, making inspections of District facilities and construction projects.



Engineering Manager

Class Code:
EM001

PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

DESCRIPTION:

To plan, organize, direct and review the activities and operations of the Engineering Department including design and construction of water treatment, conveyance/distribution systems and related facilities, technical engineering support, project coordination, construction inspection, and engineering records; to coordinate assigned activities with other departments and outside agencies; and to provide highly responsible and complex administrative support to the General Manager/CEO and Assistant General Manager/COO.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the General Manager/CEO and Assistant General Manager/COO.

Exercises direct supervision over assigned supervisory and technical staff.

EXAMPLES OF DUTIES:

Duties may include, but are not limited to, the following:

1. Develop, plan and implement department goals and objectives; recommend and administer policies and procedures.
2. Coordinate department activities with those of other departments and outside agencies and organizations; provide staff assistance to the Board of Directors, General Manager/CEO, and Assistant General Manager/COO; prepare and present staff reports and other necessary correspondence.
3. Direct, oversee and participate in the development of the department's work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.
4. Supervise and participate in the development and administration of the Engineering Department budget; direct the forecast of additional funds needed for staffing, equipment, materials, supplies, and services; monitor and approve expenditures; implement mid-year adjustments.
5. Select, train, motivate and evaluate personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures; maintain discipline and high standards necessary for the efficient and professional operation of the department.
6. Provide oversight and review of technical reports, designs and

approval/acceptance; assess design plans and specifications relative to District infrastructure.

7. Research and prepare highly complex engineering technical and administrative reports and studies.
8. Negotiate and oversee administration of contracts with engineering consultants and construction contractors.
9. Represent the department to outside groups and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.
10. Research and prepare technical and administrative reports and studies; prepare written correspondence as necessary.
11. Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.
12. Perform related duties as assigned.

TYPICAL QUALIFICATIONS:

KNOWLEGE OF:

1. Principles and practices of water utility operations and related facilities.
2. Principles and practices of civil engineering as applied to the planning, design, construction, installation, and inspection of a variety of water utility facilities.
3. Principles and practices of leadership, motivation, team building and conflict resolution.
4. Pertinent local, State and Federal laws, rules and regulations.
5. Organizational and management practices as applied to the analysis and evaluation of programs.
6. Principles and practices of organization, administration and personnel management.
7. Principles and practices of budget preparation and administration.

ABILITY TO:

1. Plan, direct and control the administration and operations of the Engineering Department.
2. On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports and related documents; know and interpret laws, regulations, codes and procedures; observe performance and evaluate staff; problem solve department related issues; and explain and interpret policy.
3. On a continuous basis, sit at desk and in meetings for long periods of time; intermittently walk and stand while visiting field sites; twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone; write or use a keyboard to communicate through written means; and lift or carry weight of 20 pounds or less.
4. Prepare and administer department budgets.
5. Develop and implement department policies and procedures.
6. Supervise, train and evaluate assigned personnel.
7. Gain cooperation through discussion and persuasion.
8. Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
9. Interpret and apply District and department policies, procedures, rules and regulations.

10. May occasionally perform field site visits.
11. Communicate clearly and concisely, both orally and in writing.
12. Establish and maintain effective working relationships with those contacted in the course of work.

EXPERIENCE AND TRAINING:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying.

A typical way to obtain the required knowledge and abilities would be:

Experience:

Seven years of increasingly responsible experience in engineering management related to water utility operations including three years of administrative and management responsibility.

Training:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in civil engineering or a related field.

License and Certificate:

1. Possession of, or ability to obtain, a valid California Driver's License.
2. Possession of a certificate of registration as a Professional Engineer in the State of California.
3. Possession of a Water Distribution Operator Grade 3 Certificate and a Water Treatment Operator Grade 2 Certificate as issued by the State of California Department of Public Health is highly desired.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS:**

1. Communicate clearly and concisely, both orally, and in writing.
2. Hears normal conversation in person and/or on the telephone.
3. Vision must be sufficient to accomplish the duties of the position which may include operating a District vehicle.
4. Sit for prolonged periods of time.
5. Manual dexterity must be sufficient to accomplish the duties of the position.
6. Push and pull 25 pounds.
7. Lift and carry 25 pounds.

PALMDALE WATER DISTRICT

COMMUNITY AND GOVERNMENT AFFAIRS COORDINATOR

FLSA Status: Exempt

DEFINITION

To plan, implement, and coordinate public relations activities for the Palmdale Water District; and perform a variety of professional and highly technical tasks relative to the community, communications, and public relations; and to provide highly responsible and complex administrative support to the General Manager/CEO and Assistant General Manager/COO.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the General Manager/CEO and Assistant General Manager/COO.

Exercises direct supervision over Water Conservation staff.

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

Plan, implement and coordinate the District's public relations program.

Develop, organize and implement a comprehensive District public relations and communications strategy and plan.

Prepare written publicity materials such as brochures, pamphlets, news releases, newsletters, flyers and other collateral material and coordinate production and distribution.

Develop, design and coordinate the production of the District's Employee Newsletter.

Answer questions and provide information to the media and public through the development of reports relative to community needs.

Develop relationships and distribute press kits for representatives of the media.

Develop and implement systems, policies and procedures for the crisis communication program.

Represent the District to outside organizations and committees and provide staff assistance to these respective groups.

Act as the Public Information Officer for the District's Emergency Response Plan.

Take photographs and develop positive opportunities for publicity.

Responsible for updating and maintaining the content of the District website.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

Principles and practices of community and public relations, advertising, and design.

Media relations, promotional writing and collateral development.

Desktop publishing software and design.

Possess excellent interpersonal communication skills.

Ability to

Analyze communication issues and special projects related to public relations.

Identify and interpret technical and numerical information.

Organize, implement and direct community and public relations operations and activities.

Conduct training classes for District staff in the area of crisis communication.

Interpret and explain pertinent PWD and departmental policies and procedures.

Develop and monitor a public relations and media relations budget.

Develop and recommend policies and procedures related to public relations activities.

Establish and maintain effective working relationships with those contacted in the course of work including District staff and the general public.

Develop brand and image.

Use a computer, Microsoft Office Suite and desktop publishing software.

Communicate clearly and concisely, both orally and in writing.

Hear normal conversation sufficient to accomplish duties, in person and/or on the telephone; vision must be sufficient to accomplish the duties of the position which may include operating a District vehicle.

On a continuous basis, sit at desk and in meetings for long periods of time; intermittently walk and stand while visiting field sites; twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone; write or use a keyboard to communicate through written means; lift or carry weight up to 20 pounds; set up displays and presentations.

Experience and Training

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

Experience:

A minimum of five years experience in public and media relations, communications and crisis management.

Training:

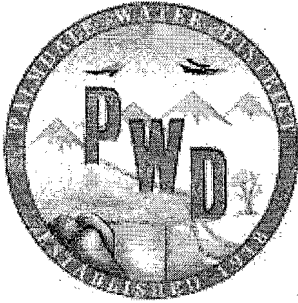
A bachelor's degree or equivalent from an accredited college or university with major course work in business administration, public relations, public administration or a related field.

License and Certificate:

Possession of, or ability to obtain, a valid California Driver's License.

Membership in the Public Relations Society of America.

Approved: 12/16/2009



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Project Manager

Class Code:
PM001

DESCRIPTION:

To perform difficult and complex technical engineering support work in the design and construction of District structures and facilities; to provide project management; to provide project coordination; to perform inspections on construction projects; and to do related work as required.

SUPERVISION RECEIVED AND EXERCISED:

Receives direction from the Engineering Manager. Supervises Construction Inspectors, USA Technician, Drafters, and Engineering Aides in the absence of the Engineering Supervisor.

EXAMPLES OF DUTIES:

1. Assists with the preparation of designs, plans, and specifications for the construction and development of District structures and facilities; review revisions and evaluate construction, evaluate alternatives, and proposals.
2. Acts as project manager for District on projects related to Capital Improvements, Energy Projects and other related projects.
3. Provides project coordination and direction for engineering staff in the absence of the Engineering Supervisor.
4. Attends and conducts project coordination and progress meetings.
5. Prepare and update project schedules; review and approve submittals, RFI's, RFQ's, Change Orders, and progress payments as related to District projects.
6. Makes field reviews for problems and develops design solutions; makes recommendations on special projects to the Engineering Supervisor.
7. Interpret and enforce District rules, regulations, and policies.
8. Attends Board meetings, meetings, and conferences as necessary.
9. Participates in the preparation and review of maps; property descriptions pertaining to land grants, easements, rights-of-ways, etc.; answer questions and make determinations on any construction which encroaches on District facilities and appurtenances..
10. Evaluates employee's job performances and makes recommendations for job performance improvement; recommends employees for salary advancement.
11. Assists other District personnel in all related phases of activities and operations as needed; including after-hours, on-call, and other unusual times.
12. Maintains District record drawings and H2O-Net distribution system computer model.
13. Prepares and maintains regulatory permits required for District operations from

AVAQMD, DSOD, DHS, etc.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Methods of preparing designs, plans, specifications, estimates, reports, and recommendations with an emphasis in the area of water distribution.
2. Mathematics and physics as applied to engineering, topography, construction surveying, design of simple structures, hydrology, drainage, irrigation, and construction principles.
3. Methods and procedures for describing real property.
4. Principles of supervision, training, and performance evaluation.
5. Methods, materials, and techniques used in the construction of engineering projects.
6. Pertinent Federal, State, and local laws, codes, and regulations including CEQA.
7. Principles and practices of water supply development, chemical, and biological aspects of water pollution, and local water problems, including their relationships to State and regional plans.
8. Safety practices and regulations.

ABILITY TO:

1. Assist with planning, carrying out, and coordinating District engineering projects, particularly as they affect water distribution system development, water conservation, and water pollution.
2. Assist with the Coordinating assigned engineering projects with District activities and services.
3. Assist with coordinating the work of Construction Inspectors.
4. Insure proper completion and inspection of major construction projects.
5. Assist with the preparation and review a variety of engineering studies and reports.
6. Perform construction inspection work.
7. Interpret and explain District policies and procedures.
8. Effectively represent the District's engineering functions with the public, other government agencies, contractors, developers, and professional engineering consultants.
9. Establish and maintain effective working relationships with those contacted in the course of work including District staff and the general public.
10. Read/interpret water system improvement plans, street plans, grading plans, etc.
11. Operate various office equipment.
12. Maintain a variety of records and files.
13. Perform procedures in an organized and accurate manner.
14. Learn and correctly interpret and apply the policies and procedures of the District.
15. Learn and correctly interpret and apply the District's standard specifications for water distribution system construction.
16. Use computer systems and software packages related to GIS mapping systems.

EDUCATION AND EXPERIENCE:

B.S. Degree in related field

OR

E.I.T. certification issued by the State of California

OR

Eight (8) years of increasingly responsible technical experience in engineering/construction support work in the design and construction of water facilities.

LICENSE:

1. Possession of, or ability to obtain, a valid California driver's license. Must have a driving record acceptable to the District.
2. Possession of, or ability to obtain within 18 months of employment, a State of California Health Department Grade 2 - Water Distribution Operator license.

SUPPLEMENTAL INFORMATION:

PHYSICAL REQUIREMENTS AND WORKING CONDITIONS:

1. Communicate clearly and concisely, both orally, and in writing.
2. Hears normal conversation in person and/or on the telephone.
3. Vision must be sufficient to accomplish the duties of the position which may include operating a District vehicle.
4. Sit for prolonged periods of time.
5. Manual dexterity must be sufficient to accomplish the duties of the position.
6. Push and pull 25 pounds.
7. Lift and carry 25 pounds.

**Senior Equipment Mechanic**Class Code:
SEM001PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011**DESCRIPTION:**

Under direction; to direct the activities of the equipment and vehicle repair shop; to be responsible for the maintenance and repair of District vehicles, motorized pumps, and construction equipment.

SUPERVISION RECEIVED AND EXERCISED:

Receives direction from the Maintenance Supervisor. Oversees the Mechanic and Maintenance Worker positions.

EXAMPLES OF DUTIES:

1. Plan and lay out the work of the Mechanics and Maintenance Worker to ensure the orderly repair and preventative maintenance work on District vehicles and mechanical equipment.
2. Provide training for the Mechanic and Maintenance Worker positions.
3. Inspect work in progress; make recommendations on proper work methods and repair requirements.
4. Evaluate the operating condition of District equipment, developing recommendations regarding replacement, major repairs, and parts replacement.
5. Perform a variety of repair work.
6. Oversee the ordering of fuels, gas, oils, and lubricants.
7. Monitor sites for malfunctions; oil pressure, water temperature, vacuum, gallons per minute, noises, vibration, roughness, oil or water leaks, etc.
8. Monitor and provide maintenance on electric generators and emergency engines.
9. Remove pumps and motors for repair or replacement and reconnecting of the same.
10. Assure the organization and cleanliness of the shop area.
11. Participate in all phases of District-wide activities and operations as assigned, including after-hours, on-call, and other unusual times.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Principals, methods, and practices pertaining to the operation of an equipment

- maintenance and repair shop.
- 2. Tools, equipment, lubricants, and procedures in the servicing, overhaul, repair, and adjustment of automotive and heavy equipment.
- 3. Principals used in the establishment and maintenance of preventive maintenance programs.
- 4. Principals of training and shop organization.
- 5. Safety practices and regulations.

ABILITY TO:

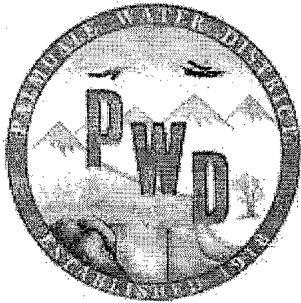
- 1. Plan, organize, and participate in maintaining and repairing District vehicles and equipment.
- 2. Train the Mechanic and Maintenance Worker positions.
- 3. Assist the Maintenance Supervisor in evaluating the work of the Mechanics and Maintenance Worker.
- 4. Estimate labor and material costs and work time for major repair projects.
- 5. Inspect and diagnose operating problems on District vehicles and equipment.
- 6. Perform skilled repair work on District vehicles and equipment.
- 7. Order supplies and parts, maintaining adequate inventory.
- 8. Maintain a variety of records and prepare reports.
- 9. Coordinate equipment shop operations with other District functions.
- 10. Perform assigned work in accordance with appropriate safety practices and regulations.
- 11. Establish and maintain effective working relationships with those contacted in the course of work including District staff and the general public.

EDUCATION AND EXPERIENCE

- 1. High school diploma (or GED equivalent).
- 2. Have at least four (4) years of responsible experience in the skilled maintenance and repair of vehicles and heavy equipment.
- 3. Completed and passed college courses in Weld I oxy-acetylene and Weld II arc welding.

LICENSE

- 1. Possession of a valid Class "A" California driver's license. Must have a driving record acceptable to the District.
- 2. State of California Department of Public Health - Grade T2 Water Treatment Operator License, or ability to obtain within three (3) consecutive testing dates.
- 3. State of California Department of Public Health - Grade D2 Water Distribution Operator License, or ability to obtain within three (3) consecutive testing dates.
- 4. Possession of certification to operate mobile and overhead cranes.



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Facilities Manager

Class Code:
FM001

DESCRIPTION:

Under administrative direction; to plan, organize and supervise the repair and maintenance of the District's water distribution system; and production wells and well sites including limited new construction, storage reservoirs, District vehicle and equipment maintenance, and the District's meters; and to perform related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the General Manager. Supervises Construction Supervisor and Maintenance Supervisor.

EXAMPLES OF DUTIES:

1. Plans, organizes, and supervises the maintenance and construction functions of the District; monitors the construction of others as it impacts the Distribution and storage system.
2. Makes spot inspections of work in progress to insure proper utilization of staff and equipment.
3. Determines assignments in order of priority and dispatches the necessary equipment and personnel for each project; reports daily work time and materials and insures charges to appropriate work order.
4. Ensures that proper testing, maintenance, and repairs are completed on the District's customer metering equipment.
5. Attends Board meetings, meetings, and conferences as necessary.
6. Participates in the development and administration of the operational budgets; forecasts additional funds needed for staffing, equipment, materials, and supplies; directs the monitoring of and approves expenditures; recommends adjustments as necessary.
7. Participates in review of system design changes and improvements; coordinating with the Production Manager to ensure safe drinking water delivery to customers.
8. Represents District maintenance and construction functions with the public, contractors, and representatives of other government agencies; investigating field problems as needed.
9. Evaluates employee's job performances and makes recommendations for job performance improvement; takes disciplinary action as needed; recommends employees for salary advancement.

10. Approves time cards, vacation, training requests, and requisitions; periodically reviews position descriptions for accuracy and completeness and makes recommendations regarding staffing levels.
11. Monitors employee certification, training, and safety programs.
12. Assists other District personnel in all related phases of activities and operations as needed; including after-hours, on-call, and other unusual times.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Principles, methods, and practices used in water maintenance, operations, and construction work.
2. Principles, methods, and practices of automotive and construction equipment operation, use, maintenance, and repair.
3. Methods of preparing designs, plans, specifications, estimates, reports, and recommendations with an emphasis in the area of water distribution.
4. Principles of budget preparation and control.
5. Principles, methods, and practices used in building and grounds maintenance.
6. District policies, rules, regulation, and procedures.
7. Rules, regulations, and codes applicable to District maintenance, operations, and construction functions.
8. Principles of supervision, training, and management.
9. Safety practices and regulations.

ABILITY TO:

1. Plan, carry out, and coordinate District maintenance and construction functions, particularly as they affect water distribution system development, water conservation, and water pollution.
2. Coordinate assigned maintenance and construction projects with District activities and services.
3. Oversee the establishment and maintenance of certification, training, and work safety programs.
4. Insure proper completion and inspection of major construction projects.
5. Perform comprehensive administration review of work activities, costs, staffing requirements, equipment uses, and time requirements.
6. Interpret and explain District policies and procedures.
7. Effectively represent the District's maintenance and construction functions with the public, other government agencies, contractors, and developers.
8. Establish and maintain effective working relationships.

EDUCATION AND EXPERIENCE

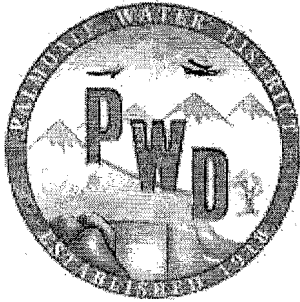
1. High School Diploma or equivalent.
2. Ten (10) years of increasingly responsible work experience in performing maintenance and construction work of water distribution facilities. At least five (5) years of the experience should have been in a management or supervisory capacity.

LICENSE

1. Possession of, or ability to obtain, a valid California driver's license. Must have a driving record acceptable to the District.
2. Possession of, State of California Department of Health Services - Grade II (or higher) Water Treatment Operator license.
3. Possession of, State of California Department of Health Services - Grade V Distribution license.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS**

1. Communicate clearly and concisely, both orally and in writing.
2. Hears normal conversation sufficient to accomplish duties.
3. Must be able to see sufficiently to accomplish the duties of the position and to operate a District vehicle; travels regularly by vehicle and airplane in conducting District business.
4. Walk sufficiently to accomplish the duties of the position.
5. Lift, carry, push, and pull 50 pounds.
6. Sit for prolonged periods of time, but occasional walks in uneven terrain, in an outdoor environment, making inspections of District facilities and construction projects.

**Construction Supervisor**Class Code:
CS001PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011**DESCRIPTION:**

To plan, organize, direct and supervise construction, installation, maintenance, and repair of water service distribution system operations within the Facilities Department; and to perform a variety of technical tasks relative to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Facilities Manager.
Exercises direct supervision over assigned construction field staff.

EXAMPLES OF DUTIES:

Duties may include, but are not limited to, the following:

1. Recommend and assist in the implementation of goals and objectives; establish schedules and methods for construction, installation, maintenance, and repair of a water distribution system; implement policies and procedures.
2. Plan, prioritize, assign, supervise and review the work of staff involved in construction, installation, maintenance, and repair of a water distribution system.
3. Evaluate operations and activities of assigned responsibilities; recommend improvements and modifications; prepare various reports on operations and activities.
4. Participate in budget preparation and administration; prepare cost estimates for budget recommendations; submit justifications for materials, equipment and supplies; monitor and control expenditure.
5. Participate in the selection of staff; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline procedures.
6. Coordinate with District inspectors regarding scheduled construction work; coordinate with other utilities and agencies about scheduled work and/or field site problems and issues.
7. Prepare written estimates for property owners regarding cost of new services, fire hydrants, and service up-grades.
8. Ensure proper and safe repair of water leaks, new service installation, and maintenance of adequate water pressure throughout the system.
9. Respond to routine and emergency line breaks or leaks, including re-assigning field crews and ensuring availability of adequate supplies, materials, and equipment; provide temporary repairs and schedule full repair work.

10. Answer questions and provide information to the public; investigate complaints and recommend corrective action as necessary to resolve complaints.
11. Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.
12. Perform related duties as assigned.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Principles and practices of field construction and maintenance work related to a water service distribution system.
2. Equipment, tools and materials used in construction, installation, repair, and maintenance of a water service distribution system.
3. Principles and practices of supervision, training and performance evaluations.
4. Principles and practices of budget monitoring.
5. Principles and practices of safety management.
6. Pertinent local, State and Federal laws, ordinances and rules.

ABILITY TO:

1. Organize, implement and direct construction, installation, maintenance, and repair of water service distribution system operations/activities.
2. On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policy and procedures.
3. On a continuous basis, sit at desk for long periods of time; intermittently walk or stand in the field and sit while driving in vehicle or operating equipment; twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, write or use a keyboard to communicate through written means; and lift or carry weight up to 50 pounds.
4. Interpret and explain pertinent water system construction, installation, repair, and maintenance practices and department policies and procedures.
5. Assist in the development and monitoring of an assigned program budget.
6. Develop and recommend policies and procedures related to assigned operations.
7. Supervise, train and evaluate assigned staff.
8. Work outdoors in a variety of weather conditions; be available for call back.
9. Communicate clearly and concisely, both orally and in writing.
10. Establish and maintain effective working relationships with those contacted in the course of work.

EXPERIENCE AND TRAINING:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying.

A typical way to obtain the required knowledge and abilities would be:

Experience:

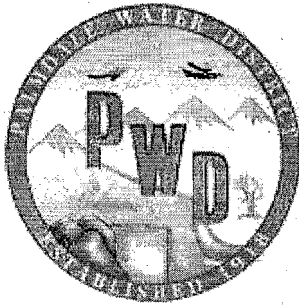
Three years of increasingly responsible experience in construction, installation, maintenance, and repair of a water system distribution system; including one year providing technical and functional supervision over assigned personnel.

Training:

Equivalent to the completion of the twelfth grade supplemented by college course work in building and construction techniques, methods, and procedures or a related field.

LICENSE AND CERTIFICATE:

1. Possession of a valid California Class A Driver's License.
2. Possession of a Distribution Operator Grade 3 Certificate as issued by the State of California Department of Public Health.
3. Possession of a Distribution Operator Grade 4 Certificate as issued by the State of California Department of Public Health is desired.
4. Possession of a Water Treatment Operator Grade 2 Certificate as issued by the State of California Department of Public Health is desired.



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Treatment Plant Supervisor

Class Code:
TPS001

DESCRIPTION:

Under general direction; to plan, organize, coordinate, and supervise the work of District personnel assigned to the water treatment plant; and to do related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Operations Manager. Supervises the Plant Operators, and other District personnel assigned to work at the Plant, or Lake Palmdale.

EXAMPLES OF DUTIES:

1. Plans, organizes, coordinates, and supervises the work of staff assigned to water treatment plant maintenance and operations work; directs the maintenance and repair of treatment plant and related equipment as necessary.
2. Coordinates operating schedules; establishes work schedules for 24 hour operations and resolves problems as required.
3. Keeps accurate records of plant operations; including receiving and evaluating findings on activities of plant operations, reviews data for unusual trends or developments; conducts special studies as necessary on plant operations. Inventories and requisitions needed chemicals, supplies, materials, and equipment.
4. Establishes, revises, and ensures compliance with standard operating procedures; supervises operating adjustments to meet performance standards, changing conditions and emergencies.
5. Monitors operations and performs the most difficult or complex tasks; analyzes conditions and equipment and resolves technical problems; responds to calls during equipment failure and/or extraordinary conditions.
6. Assists Water Quality Specialist in Planning, coordinating and supervising the maintenance of Lake Palmdale including dosing algaecide, weed control, coordinating with contractors to perform various other maintenance tasks.
7. Prepares monthly reports and performs analyses of plant operations and the distribution system to insure regulatory compliance for State Health Department.
8. Attends Board meetings, meetings, and conferences as necessary.
9. Participates in the development and administration of operational budgets; forecasts additional funds needed for staffing, equipment, materials, and supplies; directs the monitoring of and approves expenditures; recommends adjustments as necessary.
10. Coordinates various laboratory operations with lab personnel and sample testing performed within the plant, modifies testing procedures as necessary; gathers

- samples in the distribution system, wells, and tanks.
11. Represents District water treatment and distribution functions with the public, contractors, and representatives of other government agencies; investigating and resolving field problems as needed.
 12. Conducts tours through plant operations informing civic and other groups on the operation of the plant and the Littlerock Dam; as necessary.
 13. Evaluates employee's job performances and makes recommendations for job performance improvement; takes disciplinary action as needed; recommends employees for salary advancement.
 14. Approves time cards, overtime, vacation, training request, and requisitions; periodically reviews position descriptions for accuracy and completeness.
 15. Monitors employee certification, training, and safety programs.
 16. Assists other District personnel in all related phases of activities and operations as needed.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Operating principles, methods, materials, and equipment used in water treatment plants, distribution equipment and facilities, including; pumps, electric motors and controllers, piping and SCADA control systems.
2. Repair, maintenance, and adjustment of water treatment plant equipment including mechanical, electrical, and hydraulic.
3. Chemical and quality assurance through sampling and analysis of water.
4. Principles of budget preparation and expenditure control.
5. District policies, rules, regulations, and procedures.
6. Rules, regulations, and codes applicable to District water treatment plant operation.
7. Principles of employee training and supervision.
8. Safety practices and regulations.

ABILITY TO:

1. Plan, organize, direct, coordinate and supervise the operation, maintenance, and repair of the water treatment plant and participation in planning and management for treatment of Lake Palmdale.
2. Oversee the proper conduct and interpretation of standard water quality tests. Preparing clear and complete records, reports, and correspondence.
3. Read plant measurement and recording equipment, interpreting results to make adjustments to plant operations.
4. Insure the proper use of safety precautions in working with plant chemicals.
5. Confer with Federal/State agencies on the established requirements which must be met, request interpretation of regulations as required, and understand, interpret, and conform with and adhere to applicable Federal and State laws and regulations.
6. Interpret and explain District policies and procedures.
7. Effectively represent the District's water treatment and distribution functions with the public, other government agencies, contractors, and developers.
8. Establish and maintain effective working relationships.

EDUCATION AND EXPERIENCE:

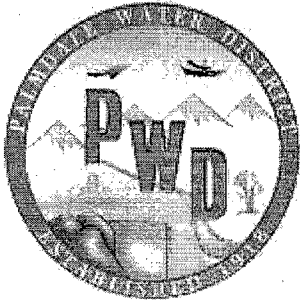
1. High school diploma or equivalent.
2. Five (5) years of increasingly responsible work experience in water treatment functions and plant operations, as well as operations, maintenance, and repair of distribution systems. At least one (1) year of the experience should have been in a lead or supervisory capacity.

LICENSE:

1. Minimum certificates from the State of California Department of Health to operate and oversee the operation of a plant capacity of treating ten or more MGD – Grade IV required or V preferred.
2. State of California Department of Health Services Distribution Grade IV license desired.
3. Possession of, or ability to obtain, a valid California driver's license. Must have a driving record acceptable to the District.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS:**

1. Communicate clearly and concisely, both orally, and in writing.
2. Hears normal conversation sufficient to accomplish duties.
3. Must be able to see sufficiently to accomplish the duties of the position and to operate a District vehicle; travels regularly by vehicle and airplane in conducting District business.
4. Walk sufficiently to accomplish the duties of the position.
5. Lift, carry, push, and pull up to 50 pounds.
6. Sit for prolonged periods of time, but occasional walks in uneven terrain, in an outdoor environment, making inspections of District water treatment plant facilities and operations.



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Systems Supervisor

Class Code:
SS001

DESCRIPTION:

To plan, organize, direct and supervise water distribution system operations, motor equipment repair and maintenance, and installation and maintenance of electronic and electrical systems within the Operations Department; and to perform a variety of technical tasks relative to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Operations Manager.
Exercises direct supervision over assigned technical and maintenance staff.

EXAMPLES OF DUTIES:

Duties may include, but are not limited to, the following:

1. Recommend and assist in the implementation of goals and objectives; establish schedules and methods for maintenance work including motor equipment repair/maintenance, and electronic and electrical systems; implement policies and procedures.
2. Plan, prioritize, assign, supervise and review the work of staff involved in motor equipment repair/maintenance, and electronic and electrical systems.
3. Evaluate operations and activities of assigned responsibilities; recommend improvements and modifications; prepare various reports on operations and activities.
4. Participate in budget preparation and administration; prepare cost estimates for budget recommendations; submit justifications for staff, supplies, equipment, and services; monitor and control expenditure.
5. Participate in the selection of staff; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline procedures.
6. Oversee daily operation of water pumping and storage operations, including functioning of pumps, motors, and proper field disinfection of the distribution system. Review daily production reports; make decisions regarding availability of water to meet immediate production demands; shift water sources as needed to meet demand.
7. Oversee and/or prepare various assigned preventive maintenance schedules; maintain related records.
8. Build and maintain positive working relationships with co-workers, other District

- employees and the public using principles of good customer service.
9. Perform related duties as assigned.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Principles and practices of mechanized/automated water treatment and distribution systems.
2. General knowledge of electrical systems, and electronic monitoring and automated control systems.
3. Current and emerging water issues and regulations.
4. Principles of supervision, training and performance evaluations.
5. Principles of budget monitoring.
6. Principles and practices of safety management.
7. Pertinent local, State and Federal laws, ordinances and rules.

ABILITY TO:

1. Organize, implement and direct repair/maintenance of a variety of mechanical, electrical, electronic equipment.
2. On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policy and procedures; explain regulations, policies, and procedures.
3. On a continuous basis, sit at desk for long periods of time; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, write or use a keyboard to communicate through written means; and lift or carry weight up to 25 pounds.
4. Interpret and explain pertinent District and department policies and procedures.
5. Assist in the development and monitoring of an assigned program budget.
6. Develop and recommend policies and procedures related to assigned operations.
7. Supervise, train and evaluate assigned staff.
8. Communicate clearly and concisely, both orally and in writing.
9. Establish and maintain effective working relationships with those contacted in the course of work.

EXPERIENCE AND TRAINING:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying.

A typical way to obtain the required knowledge and abilities would be:

Experience:

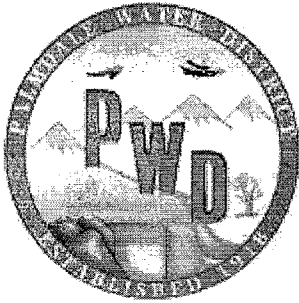
Three years of increasingly responsible experience in water treatment operations and maintenance, including one year providing technical and functional supervision over assigned personnel.

Training:

Equivalent to the completion of the twelfth grade supplemented by college course work in construction management, chemistry, or a related field.

LICENSE AND CERTIFICATE:

1. Possession of, or ability to obtain, a valid California Driver's License.
2. Possession of a Distribution Operator Grade 3 Certificate as issued by the State of California Department of Public Health.
3. Possession of a Distribution Operator Grade 4 Certificate as issued by the State of California Department of Public Health is desired.
4. Possession of a Water Treatment Operator Grade 2 Certificate as issued by the State of California Department of Public Health is desired.



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Water Quality Supervisor

Class Code:
WQS001

DESCRIPTION:

To plan, organize, direct and supervise water quality laboratory operations and related regulatory compliance activities within the Operations Department; and to perform a variety of technical tasks relative to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Operations Manager.
Exercises direct supervision over assigned professional and technical staff.

EXAMPLES OF DUTIES:

Duties may include, but are not limited to, the following:

1. Recommend and assist in the implementation of goals and objectives; establish schedules and methods for water quality laboratory operations; implement policies and procedures.
2. Plan, prioritize, assign, supervise and review the work of staff involved in water quality laboratory operations and regulatory compliance activities.
3. Evaluate operations and activities of assigned responsibilities; recommend improvements and modifications; prepare various reports on operations and activities.
4. Participate in budget preparation and administration; prepare cost estimates for budget recommendations; submit justifications for staff, supplies, equipment, and services; monitor and control expenditure.
5. Participate in the selection of staff; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline procedures.
6. Develop, implement, and maintain laboratory quality assurance and quality control programs; maintain required laboratory certification.
7. Prepare and/or oversee preparation of required internal and external reports regarding water quality; ensure reports are accurate and submitted in a timely fashion.
8. Plan and implement sampling, data gathering, and special testing programs to evaluate and solve water quality problems; assign and/or participate in special water quality monitoring investigations.
9. Evaluate and interpret water quality data related to water treatment and distribution systems and watershed water quality studies.

10. Participate in development of improved water treatment processes and review monitoring programs related to water supply, distribution and storage; recommend changes in monitoring programs, treatment methods or process control.
11. Work with commercial laboratories and requisition specialized testing as appropriate.
12. Answer questions and provide information to the public; investigate complaints and recommend corrective action as necessary to resolve complaints.
13. Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.
14. Perform related duties as assigned.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Principles and practices of chemical and microbiological laboratory analysis as applied to water quality sampling.
2. Principles and practices of water treatment processes and distribution systems.
3. Equipment, tools, and materials used in chemical and microbiological laboratory analysis.
4. Computer applications used in laboratory testing and analysis and water treatment processing problems.
5. Modern office procedures, methods and computer equipment including word processing, database and spreadsheet applications.
6. Principles and practices of supervision, training and performance evaluations.
7. Principles and practices of budget monitoring.
8. Principles and practices of safety management.
9. Pertinent local, State and Federal laws, ordinances and rules.

ABILITY TO:

1. Organize, implement and direct water quality laboratory operations and related regulatory compliance activities.
2. On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policy and procedures; explain District regulations and policies and requirements of regulatory agencies related to water quality.
3. On a continuous basis, sit at desk for long periods of time; intermittently walk, bend, or twist while performing field sampling work; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, write or use a keyboard to communicate through written means; and lift or carry weight up to 20 pounds.
4. Interpret and explain pertinent District and department policies and procedures.
5. Assist in the development and monitoring of an assigned program budget.
6. Develop and recommend policies and procedures related to assigned operations.
7. Supervise, train and evaluate assigned staff.
8. Communicate clearly and concisely, both orally and in writing.
9. Establish and maintain effective working relationships with those contacted in the course of work.

EXPERIENCE AND TRAINING:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying.

A typical way to obtain the required knowledge and abilities would be:

Experience:

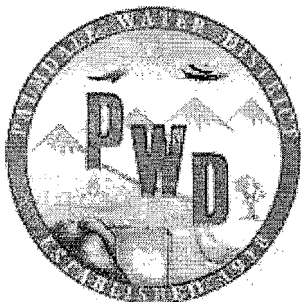
Three years of increasingly responsible professional work in water quality chemical or microbiological testing and analysis; including one year providing technical and functional supervision over assigned personnel.

Training:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in chemistry, bacteriology, biology or a related field.

LICENSE AND CERTIFICATE:

1. Possession of, or ability to obtain, a valid California Driver's License.
2. Possession of, or ability to obtain within six months, a Water Treatment Operator 2 Certificate as issued by the State of California Department of Public Health.
3. Possession of a Water Quality Lab Analyst 1 Certificate as issued by the American Water Works Association.
4. Possession of a Water Quality Lab Analyst 2 Certificate as issued by the American Water Works Association is desired.

**Operations Manager**Class Code:
OM001PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011**DESCRIPTION:**

Department (Systems, Treatment Plant and Water Quality divisions) including facility operations, water quality laboratory testing/analysis and treatment plant processing operations; to coordinate assigned activities with other departments and outside agencies; and to provide highly responsible and complex administrative support to the General Manager/CEO and Assistant General Manager/COO.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the General Manager/CEO and Assistant General Manager/COO.

Exercises direct supervision over assigned supervisory and technical staff.

EXAMPLES OF DUTIES:

Duties may include, but are not limited to, the following:

1. Develop, plan and implement department goals and objectives; recommend and administer policies and procedures.
2. Coordinate department activities with those of other departments and outside agencies and organizations; provide staff assistance to the Board of Directors, General Manager/CEO, and Assistant General Manager/COO; prepare and present staff reports and other necessary correspondence.
3. Direct, oversee and participate in the development of the department's work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.
4. Supervise and participate in the development and administration of the Operations
5. Department budget; direct the forecast of additional funds needed for staffing, equipment, materials, supplies, and services; monitor and approve expenditures; implement mid-year adjustments.
6. Select, train, motivate and evaluate personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures; maintain discipline and high standards necessary for the efficient and professional operation of the department.
7. Ensure regulatory compliance with State and Federal agencies regarding water quality testing, analysis, and production.
8. Oversee operation of the water distribution system relative to water quality issues

and monitor water production from a variety of sources, including groundwater, surface water, and the State water project.

9. Represent the department to outside groups and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.
10. Research and prepare technical and administrative reports and studies; prepare written correspondence as necessary.
11. Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.
12. Perform related duties as assigned.

TYPICAL QUALIFICATIONS:

KNOWLEDGE OF:

1. Principles and practices of water utility operations and related facilities, including water treatment and distribution systems.
2. Principles and practices of water quality assurance and control testing and analysis.
3. Principles and practices of leadership, motivation, team building and conflict resolution.
4. Pertinent local, State and Federal laws, rules and regulations.
5. Organizational and management practices as applied to the analysis and evaluation of programs.
6. Principles and practices of organization, administration and personnel management.
7. Principles and practices of budget preparation and administration.

ABILITY TO:

1. Plan, direct and control the administration and operations of all facilities.
2. On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports and related documents; know and interpret laws, regulations, codes and procedures; observe performance and evaluate staff; problem solve department related issues; and explain and interpret policy.
3. On a continuous basis, sit at desk and in meetings for long periods of time; intermittently walk and stand while visiting field sites; twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone; write or use a keyboard to communicate through written means; and lift or carry weight up to 20 pounds.
4. Prepare and administer department budgets.
5. Develop and implement department policies and procedures.
6. Supervise, train and evaluate assigned personnel.
7. Gain cooperation through discussion and persuasion.
8. Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
9. Interpret and apply District and department policies, procedures, rules and regulations.
10. May occasionally perform field site visits.
11. Communicate clearly and concisely, both orally and in writing.
12. Establish and maintain effective working relationships with those contacted in the course of work.

EXPERIENCE AND TRAINING:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying.

A typical way to obtain the required knowledge and abilities would be:

Experience:

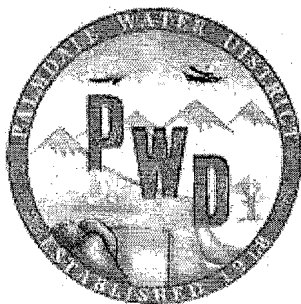
Seven years of increasingly responsible experience in water utility laboratory testing and/or treatment plant processing operations including three years of administrative and management responsibility.

Training:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in civil engineering, chemistry, biology or a related field.

LICENSE AND CERTIFICATE:

1. Possession of, or ability to obtain, a valid California Driver's License.
2. Possession of a Water Treatment Operator Grade 5 Certificate as issued by the State of California Department of Public Health.
3. Possession of a Water Distribution Operator Grade 5 Certificate as issued by the State of California Department of Public Health is highly desired.

**Senior Accountant**Class Code:
SA001PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011**DESCRIPTION:**

To perform senior level accounting tasks, including the preparation, maintenance and analysis of a variety of fiscal and accounting records, statements and reports; to assist in the formulation of policy options governing the District's financial accounting systems and procedures; and to effectively supervise and participate in the implementation of the District's finance and accounting programs.

SUPERVISION RECEIVED AND EXERCISED:

Direction is received from the Finance and Services Manager. Will supervise and does provide guidance to the Finance and Services staff of the department in the absence of the Finance and Services Manager.

EXAMPLES OF DUTIES:

1. Assist in the formulation of policy governing the operations of the District's financial systems and implement department goals and objectives.
2. Monitor the District's financial condition, analyze financial statements and prepare reports with recommendations identifying trends or irregularities.
3. Prepare custom reports and queries using report writer software to enable analysis of District's finances and to provide custom information to users.
4. Analyze, evaluate and organize data and information for the preparation of complex studies including financial forecasts and cost benefit analysis.
5. Assist in the preparation of the District's budget and forecasting future revenue levels and expenditure patterns.
6. Review the general ledger in preparation for year-end financial statement audit and prepare schedules for the auditors.
7. Maintain detail sub-ledgers such as CIP, accounts payable, accounts receivable, and customer deposits.
8. Examine, analyze and verify a variety of financial documents for accuracy and compliance with established procedures.
9. Perform reconciliation of general ledger accounts and various bank accounts and other financial transactions.
10. Oversee/Review the work product of subordinates, including journal entries, the payroll register, fixed asset management, and the warrant register.
11. Perform such additional tasks and duties as directed by the Finance and Services Manager.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Principles and practices of municipal accounting, budgeting, auditing, financial reporting and administration.
2. Posting, ledger and journal activity, reconciliations, double-entry bookkeeping, math and financial records.
3. Federal, State and local laws, codes, regulations and professional standards applicable to governmental accounting.

ABILITY TO:

1. Assist in the formulation of policies and policy alternatives and based on such policies identify and define programs to implement such policies.
2. Analyze and reconcile complex financial data and transactions and develop and implement efficient accounting procedures as part of a comprehensive accounting program.
3. Audit and analyze accounting systems and procedures to determine compliance with applicable laws, regulations and policies.
4. Maintain effective relationships with co-workers other District staff, professionals in other jurisdictions, and clients of the District.
5. Prepare logical, objective, and concise written reports and correspondence.
6. Communicate clearly and effectively.

Education/Experience:

1. High School Diploma.
2. B.A. Degree or equivalent from an accredited college or university with major course work in financial management, business, or public administration required. Possession of an MBA or CPA license is encouraged.
3. 3 - 5 years increasingly responsible professional experience in governmental finances, including budgeting, and supervision.

LICENSE:

1. A valid California driver's license is required.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS**

1. Communicate clearly and concisely, both orally, and in writing.
2. Hears normal conversation in person and/or on the telephone.
3. Communicates orally with District management, co-workers, and the public in face-to-face, one-to-one, and group settings.
4. Vision must be sufficient to accomplish the duties of the position, which may include operating a District vehicle.

5. Sit for prolonged periods of time.
6. Manual dexterity must be sufficient to accomplish the duties of the position.
7. Push, pull, lift, and carry 25 pounds.
- 8.

PALMDALE WATER DISTRICT

FINANCE MANAGER/CFO

FLSA Status: Exempt

DEFINITION

To plan, organize, direct and review the activities and operations of the Administrative Services Department (Finance and Customer Services divisions) including accounting, payroll, customer service, field service operations, and purchasing; to coordinate assigned activities with other departments and outside agencies; and to provide highly responsible and complex administrative support to the General Manager/CEO and Assistant General Manager/COO.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the General Manager/CEO and Assistant General Manager/COO.

Exercises direct supervision over assigned supervisory, professional, and administrative support staff.

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

Develop, plan and implement department goals and objectives; recommend and administer policies and procedures.

Coordinate department activities with those of other departments and outside agencies and organizations; provide staff assistance to the Board of Directors, General Manager/CEO, and Assistant General Manager/COO; prepare and present staff reports and other necessary correspondence.

Direct, oversee and participate in the development of the department's work plan; assign work activities, projects and programs; monitor work flow; review and evaluate work products, methods and procedures.

Coordinate and oversee preparation of the District-wide annual budget; supervise and participate in the development and administration of the Administrative Services Department budget; direct the forecast of additional funds needed for staffing, equipment, materials, supplies, and services; monitor and approve expenditures; implement mid-year adjustments.

Select, train, motivate and evaluate personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures; maintain discipline and high standards necessary for the efficient and professional operation of the department.

Prepare and approve adjusting journal entries; close year end accounts and oversee preparation for audits; ensure outside auditors are provided with test documents, sub-ledgers and reconciliations.

Work with outside consultants in investigating alternatives and recommending investment strategies for District funds.

Prepare and/or oversee required periodic financial statements and budget reports; review general ledger postings from accounts payable and accounts receivable; establish and maintain internal controls.

Oversee a centralized District-wide requisition and purchasing program.

Oversee planning, development, implementation, and maintenance of the District's information technology systems.

Review and manage various contracts and agreements; prepare requests for information/proposals; prepare various cost analyses; assist in rate studies; and prepare special revenue/expense reports.

Represent the department to outside groups and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.

Research and prepare technical and administrative reports and studies; prepare written correspondence as necessary.

Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

Principles and practices of financial management and governmental accounting standards.

Principles and practices of information technology as related to financial reporting and recordkeeping.

Principles and practices of leadership, motivation, team building and conflict resolution.

Pertinent local, State and Federal laws, rules and regulations.

Organizational and management practices as applied to the analysis and evaluation of programs.

Principles and practices of organization, administration and personnel management.

Principles and practices of budget preparation and administration.

Ability to:

Plan, direct and control the administration and operations of the Administrative Services Department.

On a continuous basis, analyze budget and technical reports; interpret and evaluate staff reports and related documents; know and interpret laws, regulations, codes and procedures; observe performance and evaluate staff; problem solve department related issues; and explain and interpret policy.

On a continuous basis, sit at desk and in meetings for long periods of time; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone; write or use a keyboard to communicate through written means; and lift or carry weight up to 20 pounds.

Coordinate and oversee preparation of the District's annual budget; prepare and administer the Administrative Services Department budget.

Develop and implement department policies and procedures.

Supervise, train and evaluate assigned personnel.

Gain cooperation through discussion and persuasion.

Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.

Interpret and apply District and department policies, procedures, rules and regulations.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Experience and Training

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

Experience:

Seven years of increasingly responsible experience in financial management, including three years of administrative and management responsibility; public sector experience is highly desirable.

Training:

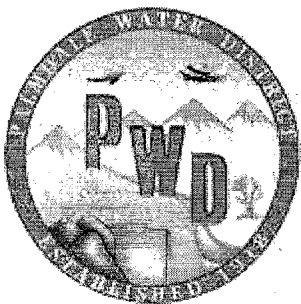
Equivalent to a Bachelor's degree from an accredited college or university with major course work in finance, accounting, business administration, public administration or a related field.

License and Certificate

Possession of, or ability to obtain, a valid California Driver's License.

Possession of, or ability to obtain, certification as a Certified Public Accountant (CPA) as awarded by the American Institute of Certified Public Accountants is highly desired.

Approved: 12/16/2009



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Assistant Customer Service Supervisor

Class Code:
ACSS001

DESCRIPTION:

Provides superior customer service and customer satisfaction by interacting with customers and performing a variety of duties.

Under administrative direction; responsible for assisting the Customer Service Supervisor in the supervision of office personnel and to perform accounting and clerical duties and other duties as required. Assignments are routine in nature and are carried out in accordance with general work instructions and established office practices, procedures, and precedents.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from Customer Service Supervisor.

EXAMPLES OF DUTIES:

ESSENTIAL FUNCTIONS:

1. Assume the duties of the Customer Service Supervisor in his/her absence.
2. Assist as needed in the planning, organizing, directing, coordinating and assigning duties to clerical accounting staff for the efficient operation of the District office.
3. Evaluate employee's job performances and makes recommendations for job performance improvement; takes disciplinary action as needed; recommends employees for salary advancement.
4. Assist with the preparation of daily bank deposits; maintain change fund; make bank transfers as necessary.
5. Inspect time cards for proper allocation of time and approve them.
6. Assist in posting journal entries on a timely basis into financial accounting system (bank reconciliation) to record daily accounts receivable receipts. Record other journal entries as needed.
7. Handle and answer customer complaints at the counter, on the telephone, or by correspondence.
8. Assist in assuring that all staff are current in their duties, i.e. setting up customer accounts, daily processing of customer payments, billing on schedule, collections (daily and monthly), door tags, etc.
9. Assist with gathering of financial data for the preparation of the District budget.
10. Prepare liens, release of liens, and demand letters.
11. Prepare the setup of new construction meter accounts and new development

accounts.

12. Serve as back up to all Business Office positions; answer telephones; customer service when necessary.
13. Attend Board meetings, meetings, and conferences as directed.
14. Participate in all phases of District-wide activities and operations as assigned.

TYPICAL QUALIFICATIONS:

KNOWLEDGE OF:

1. District policies, rules, regulations, and procedures; the correct application of such.
2. Modern office procedures, methods, and computer equipment.
3. Record keeping practices and procedures.
4. Mathematics principles.
5. Bookkeeping and financial record keeping principles and practices.
6. Safe work practices and regulations.

ABILITY TO:

1. Perform a variety of difficult and complex financial recordkeeping and fiscal support work.
2. Provide training and guidance for other accounting and office personnel.
3. Use and operate a typewriter, calculator, computer, computerized customer information system (CIS), and other office equipment.
4. Maintain a variety of clerical records and files.
5. Perform procedures in an organized and accurate manner.
6. Accurately count, record, and balance assigned transactions.
7. Correctly interpret and apply the policies and procedures of the District.
8. Establish and maintain effective working relationships with those contacted in the course of work including District staff and the general public.

EDUCATION AND EXPERIENCE

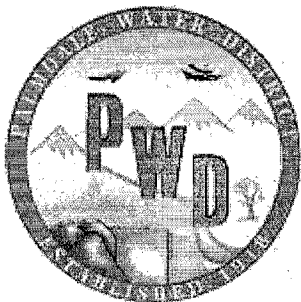
1. High school diploma or equivalent.
2. Five (5) years of increasingly responsible accounting experience; additional training in the areas of accounting, computer science, and business management encouraged.

SUPPLEMENTAL INFORMATION:

PHYSICAL REQUIREMENTS AND WORKING CONDITIONS

1. Communicate clearly and concisely, both orally, and in writing.
2. Hears normal conversation in person and/or on the telephone.
3. Communicates orally with District management, co-workers, and the public in face-to-face, one-to-one, and group settings.
4. Vision must be sufficient to accomplish the duties of the position which may include operating a District vehicle.
5. Sit for prolonged periods of time.

6. Manual dexterity must be sufficient to accomplish the duties of the position.
7. Push and pull 25 pounds.
8. Lift and carry 25 pounds.



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Customer Service Supervisor

Class Code:
CSS001

DESCRIPTION:

To plan, organize, direct and supervise customer service operations within the Customer Services division of the Administrative Services Department, and to perform a variety of technical tasks relative to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Finance Manager/CFO.

Exercises direct supervision over assigned clerical/accounting support staff.

EXAMPLES OF DUTIES:

Duties may include, but are not limited to, the following:

1. Recommend and assist in the implementation of goals and objectives; establish schedules and methods for customer service operations; implement policies and procedures.
2. Plan, prioritize, assign, supervise and review the work of staff involved in customer service operations including issuance of customer billings; receipt, posting and deposit of payments; processing of water service applications, and response to customer inquiries
3. Evaluate operations and activities of assigned responsibilities; recommend improvements and modifications; prepare various reports on operations and activities.
4. Participate in budget preparation and administration; prepare cost estimates for budget recommendations; submit justifications for staff, supplies, equipment, and services; monitor and control expenditures.
5. Participate in the selection of staff; provide or coordinate staff training; conduct employee performance evaluations; work with employees to correct deficiencies; implement discipline procedures.
6. Ensure that customer accounts are properly established, maintained, and monitored; oversee water service application process.
7. Oversee daily processing of customer payments and receipts; ensure daily reconciliation of cash register and on-line credit card and other payment methods, ensure proper documentation for deposit transactions.
8. Ensure accurate billings are provided to customers on a regular and periodic basis;

- oversee collection activities for non-payment or late payments.
9. Oversee issuance of water service turn-on, shut-offs, and other service orders; ensure assigned staff comply with related District policies and procedures.
 10. Answer questions and provide information to the public; investigate complaints and recommend corrective action as necessary to resolve complaints.
 11. Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.
 12. Perform related duties as assigned.

TYPICAL QUALIFICATIONS:**KNOWLEDGE OF:**

1. Principles and practices of utility accounting, billing, and record-keeping, including use of computerized systems.
2. Principles and practices of customer service and interaction with the public.
3. Principles and practices of supervision, training and performance evaluations.
4. Principles and practices of budget monitoring.
5. Record keeping techniques, research, and statistical methods.
6. Principles and practices of safety management.
7. Pertinent local, State and Federal laws, ordinances and rules.

ABILITY TO:

1. Organize, implement and direct customer service operations/activities.
2. On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policy and procedures; explain regulations, policies, and procedures to the public, developers, contractors, consultants, and District staff.
3. On a continuous basis, sit at desk for long periods of time; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, write or use a keyboard to communicate through written means; and lift or carry weight up to 20 pounds.
4. Interpret and explain pertinent District and department policies and procedures.
5. Assist in the development and monitoring of an assigned program budget.
6. Develop and recommend policies and procedures related to assigned operations.
7. Supervise, train and evaluate assigned staff.
8. Communicate clearly and concisely, both orally and in writing.
9. Establish and maintain effective working relationships with those contacted in the course of work.

EXPERIENCE AND TRAINING:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying.

A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of increasingly responsible experience in customer service, credit operations, or utility billing; including one year providing technical and functional supervision over assigned personnel.

Training:

Equivalent to the completion of the twelfth grade supplemented by college course work in accounting, computer science or a related field.

LICENSE AND CERTIFICATE:

1. Possession of, or ability to obtain, a valid California Driver's License.

PALMDALE WATER DISTRICT

FIELD SERVICE SUPERVISOR

FLSA Status: Exempt

DEFINITION

To plan, organize, direct and supervise water meter reading and related field service operations within the Customer Service division of the Administrative Services Department; and to perform a variety of technical tasks relative to assigned area of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Customer Service Supervisor.

Exercises direct supervision over assigned field service staff.

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

Recommend and assist in the implementation of goals and objectives; establish schedules and methods for water meter reading and field service activities; implement policies and procedures.

Plan, prioritize, assign, supervise and review the work of staff involved in meter reading and field service activities.

Evaluate operations and activities of assigned responsibilities; recommend improvements and modifications; prepare various reports on operations and activities.

Participate in budget preparation and administration; prepare cost estimates for budget recommendations; submit justifications for materials, equipment, supplies, and services; monitor and control expenditure.

Participate in the selection of staff; provide or coordinate staff training; work with employees to correct deficiencies; implement discipline procedures.

Coordinate with contractors regarding testing and repair of compound meters; ensure timely action to avoid loss of water service.

Oversee change-out program of meter and radio read units; ensure proper maintenance of equipment/system and conduct related field visits on a periodic basis.

Resolve water quality, water pressure, or other field complaints/issues by direct action and/or through referral to appropriate District staff.

Answer questions and provide information to the public; investigate complaints and recommend corrective action as necessary to resolve complaints.

Build and maintain positive working relationships with co-workers, other District employees and the public using principles of good customer service.

Perform related duties as assigned.

MINIMUM QUALIFICATIONS

Knowledge of:

Principles and practices of water utility reading and consumption recording.

Equipment, tools and materials used in water utility reading and consumption recording.

Principles and practices of supervision, training and performance evaluations.

Principles and practices of budget monitoring.

Principles and practices of safety management.

Pertinent local, State and Federal laws, ordinances and rules.

Ability to:

Organize, implement and direct water meter reading and related field customer service operations/activities.

On a continuous basis, know and understand all aspects of the job; intermittently analyze work papers, reports and special projects; identify and interpret technical and numerical information; observe and problem solve operational and technical policy and procedures.

On a continuous basis, sit at desk for long periods of time; intermittently walk or stand in the field and sit while driving a vehicle; twist to reach equipment surrounding desk; perform simple grasping and fine manipulation; use telephone, write or use a keyboard to communicate through written means; and lift or carry weight up to 50 pounds.

Interpret and explain pertinent water meter reading/recording and related District and department policies and procedures.

Assist in the development and monitoring of an assigned program budget.

Develop and recommend policies and procedures related to assigned operations.

Supervise, train and evaluate assigned staff.

Work outdoors in a variety of weather conditions; be available for call back.

Communicate clearly and concisely, both orally and in writing.

Establish and maintain effective working relationships with those contacted in the course of work.

Experience and Training

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

Experience:

Three years of increasingly responsible experience in water meter reading and consumption reporting/minor repair of meters; including one year providing technical and functional supervision over assigned personnel.

Training:

Equivalent to the completion of the twelfth grade supplemented by college course work in water utility systems, methods, and procedures or a related field.

License and Certificate

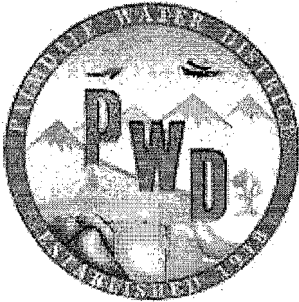
Possession of, or ability to obtain, a valid California Driver's License.

Possession of a Distribution Operator Grade 2 Certificate as issued by the State of California Department of Public Health.

Possession of a Distribution Operator Grade 3 Certificate as issued by the State of California Department of Public Health is desired.

Approved: 12/16/2009

12/16/09

**Water Conservation Supervisor**Class Code:
WCS001PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011**DESCRIPTION:**

Under administrative direction, provides overall management of and responsibility for the District's water conservation program, including first line supervision to the Water Conservation Staff; coordinates, creates, and presents water conservation activities and programs, including preparing cost/benefit and staffing analyses; develops public information and outreach programs about water conservation and service issues; coordinates with other government and water agencies on joint programs; and does special projects and related work, as required.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the General Manager and Community and Government Affairs Coordinator. Supervises Water Conservation Aide I/II and other staff as assigned for the completion of specific projects. Chairs the District's Water Awareness Committee.

EXAMPLES OF DUTIES:

1. Plans, develops, coordinates, and implements demand management/water conservation programs.
2. Supervises assigned staff and all phases of the water conservation program.
3. Gathers, analyzes and interprets data and information related to water use. Evaluates water use by all customers.
4. Plan, develop and coordinate water conservation programs to match Cal/Fed's Certification Program. Including difficult to complex reports, manuals, grants, correspondence and other documents or materials based on data collection and analysis for presentation to management, outside agencies, customers or the general public.
5. Pursues grants and financial assistance to augment water management and conservation programs. May prepare, submit and administer grants designed to promote water conservation.
6. Explains conservation services and programs to the customers, community groups, and other organizations.
7. Presents and advocates programs to District staff, schools, professional organizations and community groups, and attends fairs, seminars and demonstrations to disseminate information regarding water and energy conservation and District activities.
8. Responds to a variety of inquiries relating to conservation matters, and handles the

most difficult customer problems, complaints or inquiries related to conservation related issues.

9. Responds to questions from local media, staff, and other information requests about District conservation functions, services, and activities.
10. Develops and implements customer outreach and promotional campaigns for conservation programs, including press releases, direct mail, print advertisements, radio/television, internet, etc.
11. Plans, writes, edits, and either designs or works with a graphic designer to create informational pamphlets and brochures describing District functions and programs, including water quality and conservation.
12. Participates in updating the District's Urban Water Management Plan in accordance with State law and District policy; and plays a key role in reducing demand in the event of a declared water supply emergency.
13. Develops recommendations and manages the conservation budget.
14. Evaluates new water conservation technology with respect to reducing District demand and prepares recommendations for associated programs.
15. Prepares technical and administrative reports for assigned special projects. Provides technical support, advice and recommendations to public and private groups as requested by the General Manager.
16. Collaborates and coordinates with other government and water agencies on joint projects.
17. Conducts research and prepares reports and correspondence as requested by the General Manager.
18. Evaluates employee's job performances and makes recommendations for job performance improvement; takes disciplinary action as needed; recommends employees for salary advancement.
19. Approves time cards, overtime, vacation, training requests, requisitions; periodically reviews position descriptions for accuracy and completeness.
20. Monitors employee certification, training, and safety programs.
21. Participates in energy management projects and procedures.
22. Manages and/or participates in various special projects as assigned.
23. Assists other District personnel in all phases of activities and operations as needed, including after-hours, on-call and other unusual times.

TYPICAL QUALIFICATIONS:

KNOWLEDGE OF:

1. Pertinent Federal, State and local laws, codes and regulations.
2. Safety practices and regulations.
3. Conservation programs, implementation and documentation practices for review by the CalFed certification program.
4. Methods of preparing preventive maintenance programs and logs.
5. Landscape and irrigation design, layout, and installation.
6. Irrigation and water conservation auditing.
7. Budget development and management.
8. Supervisory principles and practices including planning, assigning and reviewing work, performance appraisals and employee counseling and training.

ABILITY TO:

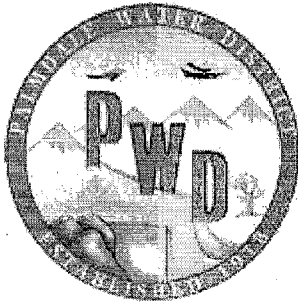
1. Read and interpret documents such as instructional material, course outlines and procedural manuals.
2. Write routine reports and correspondence.
3. Speak effectively before groups of customers, children, employees or organizations.
4. Use the personal computer to create documents and spreadsheets and review multimedia information and applications related to water conservation and environmental education.
5. Carry out detailed instructions furnished in written, oral or diagram form.
6. Deal with complex challenges involving personal interactions between groups from diverse political, social, educational, and ethnic backgrounds.
7. Work with a variety of age groups, including young children.
8. Communicate and effectively interact with a wide variety of individuals and groups from diverse political, social, educational, and ethnic backgrounds.
9. Establish and maintain effective working relationships with those contacted in the course of work including District staff and the general public.

EDUCATION AND EXPERIENCE

1. BA degree or equivalent from an accredited college or university in business management or similar area.
2. (4) Four years of increasingly responsible experience performing water education programs, public relations, community events and outreach.

LICENSES

1. Possession of, or ability to obtain, a valid California driver's license. Must have a driving record acceptable to the District.
2. Water Conservation Certification II or ability to obtain within (2) two years. Water Conservation Certification III is desirable.
3. Irrigation Auditor certification.



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Human Resources Manager

Class Code:
HRM001

DESCRIPTION:

Under administrative direction, responsible for planning, directing, developing, implementing, and coordinating policies and programs covering the following: recruitment and selection, classification and compensation, employee benefits administration, new employee orientation, timesheet and payroll processing, and health benefits administration.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Assistant General Manager. Works with the Finance and Services Manager to accurately process payroll.

EXAMPLES OF DUTIES:

1. Develops and maintains District human resources policies and procedures.
2. Handles details of new employee induction into workforce; conducts orientation including explanation of benefits. Explains additional benefits at the end of the probationary period.
3. Sets up files on all new personnel, and assigns employee number. Records changes on all employee status as necessary (e.g., change of address, departmental transfers, rate increases, terminations, etc.).
4. Coordinates and participates with management in exit interviewing and termination proceedings involving individuals.
5. Conducts research into personnel programs, policies and activities, and recommends changes or innovations when desirable.
6. Assures that District employment, safety, labor relations, personnel, and equal opportunity policies and practices comply with the applicable provisions of federal and state labor laws, including the maintenance of necessary files, etc.
7. Oversees the administration of the performance appraisal/evaluation system of the District and ensures understanding and compliance with that system.
8. Participates in the development and implementation of goals, objectives, policies, and priorities for human resource programs.
9. Directs recruitment and placement to include preparing employment opportunities, placing advertisements, reviewing and screening applications, selecting candidates for testing and interviewing, participating in and directing interviews according to established guidelines, and conducting background checks.
10. Prepares and processes personnel action documents, including those related to hiring, promotions, salary adjustments, and disciplinary matters; reviews and monitors all

- personnel actions to ensure compliance with rules and regulations.
11. Provides staff assistance in employee relations and employee disciplinary procedures; counsels' department managers and employees on effective employee relation practices.
 12. Administers the benefit programs; research alternatives; explains programs to employees and answers questions, and; acts as the liaison between insurance carriers and the District.
 13. Maintains the District job descriptions, conducts job audits, prepares revisions, and updates job descriptions as needed.
 14. Meets with management staff and committees regarding human resource problems.
 15. Administers the District's compensation program and ensures that increases and adjustments are timely and that the District's programs remain competitive with the market.
 16. Conducts COBRA administration as required.
 17. Develops, recommends, and implements personnel policies and procedures; prepares and maintains Employee Handbook on policies and procedures.
 18. Answers a variety of questions concerning leave balances, payroll discrepancies, and net payments for District staff.
 19. Conducts special studies and investigations as required.
 20. Promotes and maintains good employee and community relations.

ADDITIONAL RESPONSIBILITIES

1. Responsible for distribution, completion and submission of Form 700 Disclosure statements for Directors and District staff.
2. Assists other District personnel in all phases of activities and operations as needed.

TYPICAL QUALIFICATIONS:

KNOWLEDGE OF:

1. Principals, practices and methods of personnel administration, including, methods and techniques used in employee relations, recruitment and selection, classification, training, compensation and benefits administration.
2. District policies, rules, regulations, and procedures.
3. Enforce applicable Federal and State laws, codes, and regulations.
4. Modern office procedures, methods and equipment.
5. Record keeping methods and procedures.

ABILITY TO:

1. Interpret and apply applicable policies, procedures, laws, and regulations.
2. Plan, organize, manage, and develop the District personnel and benefit system.
3. Develop and implement personnel policies and systems and successfully apply them to District context.
4. Prepare and monitor budgets.
5. Analyze problems, identify alternatives, prepare special reports, recommend courses of action, and implement recommendations as directed. Provide guidance to management on all matters relating to Human Resources.
6. Prepare and maintain accurate and complete confidential records and reports. Handle

- confidential matters with professional discretion.
7. Deal constructively with conflict. Use established methods of dealing with interpersonal issues among staff and assist Sr. Management staff in the District with such conflicts.
 8. Use computer systems and software packages related to personnel and benefits administration.
 9. Establish and maintain effective working relationships with those contacted in the course of work including District staff and the general public.

EDUCATION AND EXPERIENCE:

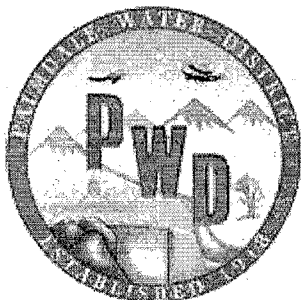
1. High School Diploma.
2. B.A. Degree or equivalent from an accredited college or university with major course work in personnel management, business, or public administration. A Masters Degree in one of the disciplines is highly desirable.
3. 3 - 5 years increasingly responsible professional experience in Human Resources in the areas of employee services, benefits, and labor relations. Successful experience with Public Agencies in California is highly desirable.

LICENSE:

1. Possession of, or ability to obtain, a valid California driver's license. Must have a driving record acceptable to the District.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS:**

1. Communicate clearly and concisely, both orally, and in writing.
2. Hear normal conversation in person and/or on the telephone.
3. Vision must be sufficient to accomplish the duties of the position which may include operating a District vehicle.
4. Walk sufficiently to accomplish duties of the position.
5. Sit for prolonged periods of time.
6. Manual dexterity must be sufficient to accomplish the duties of the position.
7. Lift and carry 25 pounds.
8. Push and pull 25 pounds.



PALMDALE WATER DISTRICT
Revision Date: Mar 16, 2011

Information Technology Manager

Class Code:
ITM001

DESCRIPTION:

To plan, organize, and direct the activities of personnel and contractors engaged in professional and technical support of District-wide computer systems and data networks, including hardware and software maintenance and development including the District's Geographic Information System (GIS). Serves as primary advisor to District management in setting the strategic direction of technology for the District; and performs related duties as assigned.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the General Manager/CEO and Assistant General Manager/COO.

Exercises direct supervision over assigned supervisory and technical staff.

EXAMPLES OF DUTIES:

Duties may include, but are not limited to, the following:

1. Assumes management responsibility for assigned services and activities of the Information Technology Department.
2. Manages and participates in the development and implementation of goals, objectives, and priorities for assigned programs; recommends and administers policies and procedures.
3. Monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; recommends, within departmental policy, appropriate service and staffing levels.
4. Plans, directs, coordinates, and reviews the work plan for assigned staff; assigns work activities, projects, and programs; reviews and evaluates work products, methods, and procedures; meets with staff to identify and resolve problems.
5. Plans and manages the District's centralized automated systems and related services, including personnel and equipment; provides strategic development and use of information technologies; oversees design and implementation of new systems; coordinates District-wide acquisition of software and hardware including development and implementation of a long-range funding plan for maintenance and replacement of hardware; manages operations and customer support functions for software applications, telecommunications systems, and network systems and services.
6. Oversees and participates in the development and administration of the Information

Technology Department's annual budget; participates in the forecast of funds needed for staffing, equipment, materials, and supplies; monitors and approves expenditures; and implements adjustments.

7. Oversees the operations of computer, network and telecommunication systems, ensuring adequate security, performance, and reliability. Establishes District-wide standards for hardware, software and local and wide area networks. Evaluates software for computer, network and telecommunication systems and makes recommendations to ensure compatibility and effectiveness.
8. Provides GIS application support. Manages selection, evaluation, and implementation of new GIS applications.
9. Reviews departments' requests for hardware and software and makes recommendations, as appropriate, on alternative system or service options.
10. Assists with integrating other technologies, including SCADA, with the District's network and computer systems; assumes responsibility for the integration of the District network with remote sites.
11. Serves as the liaison for the Information Technology Department to other departments and outside agencies; negotiates and resolves sensitive and controversial issues.
12. Provides responsible staff assistance to the General Manager/CEO and Assistant General Manager/COO; conducts a variety of organizational studies, investigations, and operational studies; recommends modifications to information technology programs, policies and procedures as appropriate.

TYPICAL QUALIFICATIONS:

KNOWLEDGE OF:

1. Operational characteristics, services, and activities of an information technology program.
2. Advanced principles and practices of information management including computer, network, and telecommunication systems and services.
3. Advanced software such as ArcGis 9.2, AutoCad 2000, and Win2data.
4. Principles, methods and techniques of systems and procedures analysis, design, and maintenance.
5. Operational characteristics of multiple operating systems, platforms, and environments.
6. Functions, capabilities and limitations of hardware and software.
7. Through knowledge of Microsoft operating systems, UNIX operating systems, networks including switches, routers, firewalls, network security, and network monitoring.
8. Concepts, principles, practices, and operational characteristics of emerging technologies in information technology.
9. Principles and practices of program development and administration.
10. Principles and practices of budget preparation and administration.
11. Principles of supervision, training, and performance evaluation.
12. Pertinent federal, state, and local laws, codes, and regulations.
13. Principles and procedures of record keeping.
14. Principles of business letter writing and report preparation.
15. Office procedures, methods, and equipment including computers and applicable software applications such as word processing, spreadsheets, and databases.

ABILITY TO:

1. Oversee and participate in the management of a comprehensive information technology program.
2. Oversee, direct, and coordinate the work of lower level staff. Select, train, and evaluate staff.
3. Oversee and participate in the development and administration of departmental goals, objectives and procedures.
4. Research, analyze, and evaluate new service delivery methods and techniques.
5. Research and evaluate new technology in assigned area of responsibility.
6. Plan, organize, and manage systems, applications, and network projects and programs.
7. Preserve a high level of confidentiality of information encountered as part of work.
8. Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
9. Evaluate new client business requirements to determine information technology solutions.
10. Understand the organization and operation of the District and of outside agencies as necessary to assume assigned responsibilities.
11. Understand, interpret, and apply general and specific administrative and departmental policies and procedures as well as applicable federal, state, and local policies, laws, and regulations.
12. Communicate clearly and concisely, both orally and in writing.
13. Establish and maintain effective working relationships with those contacted in the course of work.

EXPERIENCE AND TRAINING:

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

Experience:

1. Seven years of increasingly responsible information technology experience including four years of administrative and supervisory responsibility.
2. The ability to understand the principles and practices of network systems, and knowledge of commonly used business software.

Training:

1. Bachelor's degree from an accredited college or university with major course work in computer science, information systems, information technology or a related field.

Computer Skills:

1. To perform this job successfully, an individual should have knowledge of Microsoft Server tools such as Active Directory (dhcp, dns, Domain Controllers, etc.), Microsoft Exchange and software such as Accounting software, Contact Management systems, Customer Service Information systems, Human Resource, Payroll and Project Management systems, as well as other tools such as Microsoft Office software (WORD, Excel, Power Point, and Access).

License Requirement:

1. Possession of, or ability to obtain, a valid California Driver's License.
2. Possession of MCSE – Microsoft Certificate.
3. Possession of Microsoft SQL 2000 or higher Certificate.
4. Possession of certification as a Microsoft Certified Professional.

SUPPLEMENTAL INFORMATION:**PHYSICAL REQUIREMENTS AND WORKING CONDITIONS:**

1. Communicate clearly and concisely, both orally, and in writing.
2. Hears normal conversation in person and/or on the telephone.
3. Vision must be sufficient to accomplish the duties of the position, which may include operating a District vehicle.
4. Sit for prolonged periods of time.
5. Manual dexterity must be sufficient to accomplish the duties of the position.
6. Push, pull, lift, and carry 50 pounds.

D. The Progressive Discipline Process

The progressive discipline process may take the form of an informal discussion. If the problem persists, a written corrective may then be issued confirming you have been made aware of any problem, that an interview has taken place and that you understand what must take place for satisfactory resolution. A second written corrective may also be issued, with termination a possible final consequence.

As indicated in the Work Guidelines section of this handbook, certain instances of gross misconduct could lead to immediate termination.

E. Employee Grievances or Concerns

The District encourages those of you who may be experiencing work performance problems, employee-supervisory concerns, peer disturbances or other concerns to bring them to the attention of your supervisor, manager and/or to the Human Resources Manager.

The District defines a grievance as an expressed dissatisfaction by employees pertaining to conditions of their employment. Complaints may include such things as discipline, transfer, job posting, harassment, unfair assignment, overtime, vacation or holiday time, a personal request that has been denied, etc.

Step 1: Discuss your complaint with your immediate supervisor as soon as possible. If you are not satisfied with the response in five days, take your complaint to Step 2.

Step 2: Submit your complaint in writing to the department manager within five days after completion of Step 1. If the complaint is not mutually resolved, go to Step 3.

Step 3: Submit your written complaint to Human Resources. Human Resources will schedule a meeting with the supervisor and department manager. The facts of the complaint will be examined thoroughly and confidentially. The employee will be informed of the decision within ten working days after that meeting.

If the employee disagrees with the decision made at Step 3, an appeal to the General Manager can be filed within five working days after the meeting referenced in Step 3. When the employee makes a formal appeal, the Human Resources Manager will talk with the employee about the areas of concern, documenting the discussion in an appeal statement that can be viewed by the employee and signed. Human Resources and the General Manager will have 15 days in which to review the matter, make a final determination concerning the appeal, and communicate the decision to the

employee. The decision rendered by the Human Resources Manager and General Manager shall be considered final.

Nothing in this Section D shall in any way abrogate or alter a District employee's status as an "at will" employee of the District, who is subject to dismissal from employment at any time for any reason, or for no reason.

F. Alcohol-Drug Free Workplace

Substance Abuse Policy.

- 1) **General Policy; Purpose.** It is the policy of the District to create a drug free work place in keeping with the spirit and intent of the Drug Free Work Place Act of 1988. The use of alcohol and/or controlled substances in the work place is inconsistent with the behavior expected of District employees and subjects all employees, residents and visitors to unacceptable safety risks, undermining the District's ability to operate effectively and efficiently. In this connection, the unlawful manufacture, distribution, dispensation, possession, sale or use of prohibited substances, as defined in subdivision 3, below, in the workplace or while engaged in the District's business away from the District's premises is strictly prohibited. Such conduct is also prohibited during non-working time to the extent that, in the District's opinion, it impairs an employee's ability to perform his or her on-the-job duties or threatens the District's reputation or integrity.

The District has established this Substance Abuse Policy to provide the greatest degree of protection possible to the public and to District employees. The purpose of this policy is to ensure worker fitness for duty and protect our employees and the public from risks posed by the use of alcohol and controlled substances, to ensure the safe and efficient performance of employee duties, to reduce absenteeism and tardiness, to promote productivity, and to cooperate with the rehabilitation of those employees who seek such help. The District recognizes that drug, alcohol and other controlled substance abuse of employees in the work place is a serious and growing problem of nation-wide proportions. The District is taking this opportunity to reaffirm its commitment to a drug and alcohol free work place. Employees convicted of controlled substance-related violations in the workplace, including pleas of nolo contendere (i.e., no contest) must inform the District within five (5) days of such conviction or plea. Employees who violate any aspect of this policy may be subject to disciplinary action, up to and including dismissal. At its discretion, the District may require employees who violate this policy to successfully complete a drug abuse assistance or rehabilitation program as a condition of continued employment.

- 2) **Applicability.** As a condition of employment, all employees are required to comply with all applicable personnel policies and rules.

PALMDALE WATER DISTRICT

PERSONNEL COMMITTEE MEMORANDUM

DATE: March 5, 2012**March 26, 2012****TO:** Personnel Committee Members**Personnel Committee Meeting****VIA:** Mr. Dennis LaMoreaux, General Manager**FROM:** Mrs. Jeannie Burns, Human Resources Manager**RE:** **INFORMATION REQUESTED FOR DISTRICT TURN-OVER RATE**

HISTORICAL TURN-OVER RATE 2007 - 2012

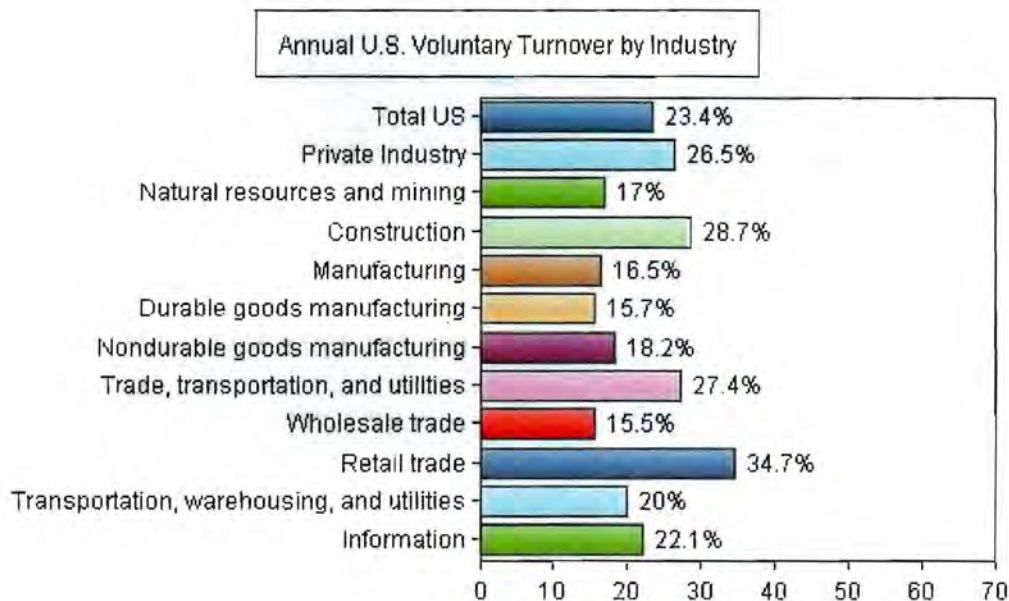
<u>YEAR – 2007:</u> <ul style="list-style-type: none"> • Separations = 1 • Number of Employees = 92 • Turnover Rate = 1.087% 	<u>YEAR – 2008:</u> <ul style="list-style-type: none"> • Separations = 3 • Number of Employees = 97 • Turnover Rate = 3.093%
<u>YEAR – 2009:</u> <ul style="list-style-type: none"> • Separations = 13 • Number of Employees = 97 • Turnover Rate = 13.402% 	<u>YEAR – 2010:</u> <ul style="list-style-type: none"> • Separations = 4 • Number of Employees = 88 • Turnover Rate = 4.545%
<u>YEAR – 2011:</u> <ul style="list-style-type: none"> • Separations = 3 • Number of Employees = 88 • Turnover Rate = 3.409% 	<u>YEAR – 2012</u> Census data for 2012 Number of Positions Budgeted = 89
	Budgeted Positions = 85 Positions Not Funded: Assistant General Manager Community & Governmental Services Customer Service Representative (2) Part-Time

Retention Management And Metrics

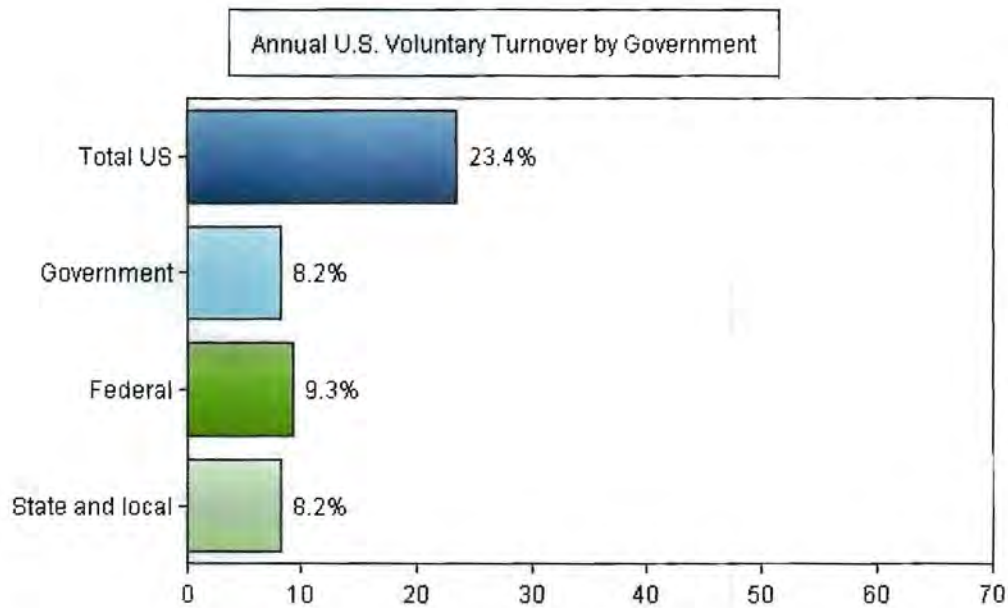
US Annual Employment Turnover Rates by Industry and by Geographic Region Through Aug/06

The following charts show the annual employee turnover rates for U.S. employees by industry and by geographic region¹. All numbers are percentages and are not seasonally adjusted. Employment Turnover represents turnover resulting from employees **voluntarily** leaving their employment.

Employee Turnover Rates - Voluntary by Industry (Sep/05 - Aug/06)



Employee Turnover Rates - Voluntary by Government



Employee Turnover Rates - Voluntary by Geographic Region (Sep/05 - Aug/06)

