



PALMDALE WATER DISTRICT
A CENTURY OF SERVICE

March 25, 2026

BOARD OF DIRECTORS

W. SCOTT KELLERMAN
Division 1

DON WILSON
Division 2

CYNTHIA SANCHEZ
Division 3

KATHY MAC LAREN-GOMEZ
Division 4

DEBBIE DINO
Division 5

**AGENDA FOR A MEETING
OF THE PERSONNEL COMMITTEE
OF THE PALMDALE WATER DISTRICT
TO BE HELD AT 2029 EAST AVENUE Q, PALMDALE**

Committee Members: Scott Kellerman-Chair, Kathy Mac Laren-Gomez

MONDAY, MARCH 30, 2026

10:00 a.m.

DENNIS D. LaMOREAUX
General Manager

ALESHIRE & WYNDER LLP
Attorneys

NOTE: To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Danielle Henry at 661-947-4111 x1059 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 or on the District's website at <https://www.palmdalewater.org/governance/committee-activity/2026-committee-agendas-and-minutes/> (Government Code Section 54957.5). Please call Danielle Henry at 661-947-4111 x1059 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 conduct its meeting will not be permitted, and offenders will be requested to leave the meeting. (PWD Rules and Regulations, Appendix DD, Sec. IV.A.)

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 for Non-Agenda Items.
- 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 December 8, 2025.
- 4.2) Consideration and Possible Action to Approve and Authorize the General Manager or His Designee to Enter Into a Professional Services Agreement with CPS HR Consulting for Level III Staff Leadership Training. (\$10,000.00 – Not-to-Exceed – Budgeted – Human Resources Director Garcia)
- 4.3) Consideration on a Recommendation to Approve Revisions to Sections 1 through 2.13.2 of the Employee Handbook. (No Budget Impact – Human Resources Director Garcia)
- 4.4) Consideration on a Recommendation to Approve an Increase to Standby Pay under Section 3.10.1 of the Employee Handbook and to Authorize Related Budget Adjustments. (\$25,000.00 – Not-to-Exceed – Non-Budgeted – Human Resources Director Garcia)
- 4.5) Consideration on a Recommendation to Expand the Current Salary Range Structure from Nine Steps to Twelve 12 Steps. (No Budget Impact – Human Resources Director Garcia)
- 5) Reports.
 - 5.1) Human Resources Director Garcia:
 - a) Update on Employee Events.
 - b) Other.
- 6) Board Members' Requests for Future Agenda Items.
- 7) Date of Next Committee Meeting.
- 8) Adjournment.



DENNIS D. LaMOREAUX,
General Manager

DDL/dh

MINUTES OF MEETING OF THE PERSONNEL COMMITTEE OF THE PALMDALE WATER DISTRICT, DECEMBER 8, 2025:

A meeting of the Personnel Committee of the Palmdale Water District was held Monday, December 8, 2025, at 2029 East Avenue Q, Palmdale, CA 93550. Committee Member Mac Laren-Gomez called the meeting to order at 2:03 p.m.

1) Roll Call.

Attendance:

Committee:

Scott Kellerman, Chair

Kathy Mac Laren-Gomez,
Committee Member

Others Present:

Dennis LaMoreaux, General Manager

Scott Rogers, Assistant General Manager

Angelica Garcia, Human Resources Director

Debbie Dino, Alt. Committee Member

Judy Shay, Public Affairs Director

Danielle Henry, Executive Assistant

1 member of the public

2) Adoption of Agenda.

It was moved by Committee Member Mac Laren-Gomez, seconded by Chair Kellerman, and unanimously carried by all members of the Committee present at the meeting to adopt the agenda, as written.

3) Public Comments for Non-Agenda Items.

There were no public comments for non-agenda items.

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 September 30, 2025.

It was moved by Committee Member Mac Laren-Gomez, seconded by Chair Kellerman, and unanimously carried by all members of the Committee present at the meeting to approve the minutes of the Personnel Committee meeting held September 30, 2025, as written.

4.2) Consideration on a Recommendation to Approve the 2025 Salary Survey Analysis Recommendations. (\$115,000.00 – Not-to-Exceed – Annual Budget Impact – Human Resources Director Garcia)

Human Resources Director Garcia presented the 2025 Salary Survey Analysis which recommend using the 75th percentile from 13 comparable agencies, including Los Angeles Department of Water and Power, to support improved recruitment and retention, and after discussion of the comparing agencies, the methodology used, employee benefits, increased staff turnover, recruitment challenges, and current open positions, it was moved by Committee Member Mac Laren-Gomez, seconded by Chair Kellerman, and unanimously carried by all members of the Committee present at the meeting to approve the recommendations of the 2025 Salary Survey Analysis and that this item be presented to the full Board for consideration at the December 15, 2025 Regular Board Meeting.

4.3) Consideration on a Recommendation to Approve Certification Updates to Recommended Job Descriptions. (No Budget Impact – Human Resources Director Garcia)

Human Resources Director Garcia provided an overview of the proposed certification updates to the recommended job descriptions, and after a brief discussion of the management team's review of the required certifications and the standardization of the certification time period, it was moved by Committee Member Mac Laren-Gomez, seconded by Chair Kellerman, and unanimously carried by all members of the Committee present at the meeting to recommend approval of the certification updates to the recommended job descriptions and that this item be presented to the full Board for consideration at the December 15, 2025 Regular Board Meeting.

4.4) Consideration on a Recommendation to Approve Updates to Job Description Duties for Recommended Positions. (No Budget Impact – Human Resources Director Garcia)

Human Resources Director Garcia provided an overview of the proposed job description updates for the Management Analyst-Administration, Operator-in-Training and Plant Operator Series, and Water Quality and Regulatory Affairs Supervisor positions after which it was moved by Committee Member Mac Laren-Gomez, seconded by Chair Kellerman, and unanimously carried by all members of the Committee present at the meeting to recommend approval of the updates to the job

description duties for the recommended positions and that this item be presented to the full Board for consideration at the December 15, 2025 Regular Board Meeting.

4.5) Consideration on a Recommendation to Approve Updated Structure for Education and Experience Requirements for All Positions. (No Budget Impact – Human Resources Director Garcia)

Human Resources Director Garcia provided an overview of the proposed structure for education and experience requirements, intended to support standardization and flexibility in response to changing workforce demographics, and after a brief discussion of management and supervisors' review of the proposed changes, it was moved by Committee Member Mac Laren-Gomez, seconded by Chair Kellerman, and unanimously carried by all members of the Committee present at the meeting to recommend approval of the updated structure for education and experience requirements for all positions and that this item be presented to the full Board for consideration at the December 15, 2025 Regular Board Meeting.

5) Reports:

5.1) Human Resources Director Garcia:

a) Update on Employee Events.

Human Resources Director Garcia reported that the December All-Hands Meeting and Luncheon will be held on December 10, and that the second phase of the employee survey analysis is scheduled to take place in January 2026 followed by a brief discussion of salary range bandwidths and employee longevity

b) Other.

There were no other reports.

6) Board Members' Requests for Future Agenda Items.

There were no requests for future agenda items.

7) **Date of Next Committee Meeting.**

There was no date set for the next Personnel Committee Meeting.

8) **Adjournment.**

There being no further business to come before the Personnel Committee, the meeting was adjourned at 2:51 p.m.

Chair

DRAFT



COMMITTEE MEMORANDUM

DATE: March 30, 2026
TO: PERSONNEL COMMITTEE
FROM: Human Resources Director Garcia
VIA: General Manager LaMoreaux
RE: ***CONSIDERATION AND POSSIBLE ACTION TO APPROVE AND AUTHORIZE THE GENERAL MANAGER OR HIS DESIGNEE TO ENTER INTO A PROFESSIONAL SERVICES AGREEMENT WITH CPS HR CONSULTING FOR LEVEL III STAFF LEADERSHIP TRAINING. (\$10,000.00 – NOT-TO-EXCEED – BUDGETED – HUMAN RESOURCES DIRECTOR GARCIA)***

Recommendation:

Staff recommends that the Personnel Committee approve and authorize the General Manager or his designee to enter into a Professional Service Agreement (PSA) with CPS HR for Level III staff training services in the not-to-exceed amount of \$10,000.00.

Alternative Options:

The alternative is to not approve the proposed PSA for staff training.

Impact of Taking No Action:

If no action is taken, the District will not hold leadership training for Level III staff.

Background:

Although the General Manager has authority to approve the contract amount, this item is presented to keep the Board informed. In the prior year, the District partnered with CPS HR to provide supervisory and management training. This year's effort will focus on Level III staff and will consist of a two-day training program covering topics such as professional communication, delivering technical feedback, and the DiSC assessment. Upon approval, the District's standard PSA will be used.

Budget:

The item is budgeted on the not-to-exceed amount of \$10,000.00.

Supporting Documents:

- CPS HR Proposal for DiSC and Level 3 Training

PALMDALE WATER DISTRICT

DiSC and Level 3 Training Proposal

March 9, 2026

About CPS HR Consulting

CPS HR Consulting (“CPS”) occupies a unique position in the field of government consulting: we are a Joint Powers Authority (JPA) whose charter mandates that we serve only public-sector clients. We actively serve all government sectors, including federal, state, local, and nonprofit organizations, as well as special districts. This singular position provides CPS HR with a systemic and comprehensive understanding of how each government sector operates and is interconnected with other sectors and with its community. That understanding, combined with our knowledge of public and private-sector best practices, translates into meaningful, practical solutions for our clients’ operational and business needs.

Background

Following the successful management and supervisory training partnership last year, Palmdale Water District is seeking to expand its leadership development initiative to "Level 3" Leads. This group of approximately nine individuals serves as the vital link between staff and supervisors, managing day-to-day technical operations without formal disciplinary authority. To bridge the gap between technical expertise and leadership soft skills, CPS HR Consulting will deliver a targeted training series in April or May. Additionally, based on the positive feedback from previous management sessions, the District is exploring an expansion of the DISC assessment to the broader hourly staff to improve departmental communication and cohesion.

Proposed Scope of Work

CPS HR Consulting will provide instruction, facilitation, and assessment services for the Level 3 Leadership Development and the district-wide DISC rollout, categorized into the following three phases:

1. Curriculum Development and Customization

The curriculum will be customized to the District's specific environment, ensuring that scenarios reflect actual field operations (e.g., pipe installation, water quality monitoring).

- Lead-Specific Leadership: Utilizing Leadperson Workshop as a base to clarify the role of a Lead vs. a Supervisor, focusing on coordinating workgroup efforts.
- Tactical Communication: Incorporating Effective Communication and Building Respect and Trust Through Intentional Writing to address both verbal field interactions and email etiquette.
- The Feedback Loop: Tailoring Communication and Listening with Empathy to focus on the "funnel method" of questioning when giving on-the-job technical corrections.

2. Training Delivery: The Two-Day Lead Series

The training will be delivered in-person at the District’s facilities, utilizing a modular approach to ensure immediate practical application.

Day 1: Behavioral Styles & Team Foundation

- Morning: DiSC for Teams: Establishing a common language to understand how different behavioral styles on the crew react to direction and stress.
- Afternoon: Teamwork Skills for Leads): Focusing on building effective working relationships and managing different personalities within the day-to-day operations of a crew.

Day 2: Professional Communication & Technical Feedback

- Morning: Professional Communication Excellence: A workshop on verbal clarity and "intentional writing." This session addresses email etiquette and how to convey respect while providing clear technical direction.
- Afternoon: Delivering Technical Feedback: Learning how to provide "real-time" corrections (e.g., *"Here is how to do this process correctly"*) without crossing into formal performance management. Participants will practice the "Funnel Method" to ensure staff understand and adopt technical improvements.

Pricing

Service/Task	Delivery	Length	Price Per	Qty	Extended Costs
Leads Training	Onsite	2-days	\$9,000/2-days	1	\$9,000
DISC Assessment	Online	N/A	\$95/person	Up to 9	\$855
Total					\$9,855

Cancellation Policy

If the agency cancels the above program at least **10-business days** prior to the start date of the class, no charges will be incurred. If special materials have been developed or purchased for the above class, the agency may be charged for the instructor's development and/or the cost of the materials. Cancellations made less than **10-business days** prior to the start date of the class will be charged the full amount.

Ownership

CPS HR retains all right, title, and interest in and to all training materials, testing, or assessment products, inventions (patentable or otherwise), discoveries, improvements, copyrightable works, and any other media, materials, or other objects produced as a result

of CPS HR's work, or delivered by CPS HR in the course of performing that work (collectively, "Work Product") which CPS HR creates in connection with its performance of Services hereunder.

Instructor and Learning Expert

[Antoinette Joy, PHR, SHRM-CP](#)

Ms. Joy is a Human Resources Leader recognized for creating and maintaining healthy work environments with a strategic vision by effectively supporting all levels of the organization. Areas of expertise include: Training and Development; Performance Management; Organizational Development; Coaching; Recruitment and Retention; and Human Resource Policies, Processes, and Procedures.

Employment History and Professional Experience

- Instructor/Consultant, CPS HR Consulting
- Effective Performance Management Instructor, UC Davis Continuing and Professional Education.
- Teaches students to effectively implement and manage a Performance Management System in support of organizational strategic goals. Learning objectives include; giving constructive feedback regarding performance, preparing performance criteria, coaching managers on developing a meaningful review, and how to recommend different techniques to coach employees and managers in areas to improve overall performance.
- Principal Human Resource Topics Trainer and HR Program Designer/Developer, Los Rios Community College District's Government Training Academy
- Instruct government employees on various topics, which include: Supervision, Leadership, Analytical Skills, Critical Thinking, and Writing.
- Trainer and Consultant, People Development Systems, Folsom CA
- Deliver customized training and provide consultative services to clients to enhance employee performance in both public and private sectors. Topics include: Leadership, Delegation, Change Management, Interpersonal Communication, Conflict Management, Coaching, Presentation Skills, Customer Service, Problem Solving, Succession Planning, Performance Management, and Creative Thinking.
- Director of Human Resources, ALPHA Fund, Roseville, CA
- Executive team leader responsible for leadership and strategic direction on all HR issues. Created a positive growth focused culture by training and coaching managers to drive performance, enhance staff development, and align strategic business initiatives. Additional responsibilities included recruiting, labor law compliance, benefits administration, compensation management, and leave of absence management.
- Facilitated and coached managers on performance management, talent development, succession planning, leadership, and team effectiveness. Initiated and implemented corporate-wide training programs and skill development activities for leaders, new managers, and staff; created and implemented performance management and development strategies to enhance the quality and quantity of staff's work and employee engagement.
- Successfully created and implemented company values for the organization while developing new employee recognition programs and performance management tools

designed to reinforce company values; created and implemented enhanced communication and process improvements between Human Resources and all departments within the organization.

- Senior HR Generalist, DealerTrack, Sacramento, CA
- Responsible for supporting 320 employees and 45 temporary employees. Partnered with leadership and employees on policy interpretation, performance management, investigations, leave of absences, and benefits. Primary focus was recruiting, on-boarding, employee relations, labor law interpretation and compliance, benefits administration, and conducting leave of absence and exit meetings.
- Initiated coaching and mentoring with staff and management on strategic, legal, and employee performance to enhance overall productivity and engagement; educated and counseled managers on specific labor laws and new company programs.
- HR Generalist/Acting HR Manager, Panattoni Construction, Sacramento, CA
- Developed and implemented company-wide policies and trainings including Crisis Management, Ethics Compliance, Drug-Free Workplace and Affirmative Action.

Education

- B.S., Business Administration, emphasis Human Resources, California State University Sacramento

Professional Affiliations

- Professional in Human Resources (PHR) Certification, Society for Human Resource Management (SHRM)
- Train the Trainer Certificate; California State University, Sacramento
- Certified DiSC Trainer
- Toastmasters' Member/Club President - achieved Competent Toastmaster/Competent Leader
- Sacramento Area for Human Resources Association (SAHRA)
- Sacramento Metro Chamber of Commerce- Ambassador
- Women's Empowerment- Job Readiness Workshops



COMMITTEE MEMORANDUM

DATE: March 30, 2026
TO: PERSONNEL COMMITTEE
FROM: Human Resources Director Garcia
VIA: General Manager LaMoreaux
RE: *CONSIDERATION ON A RECOMMENDATION TO APPROVE REVISIONS TO SECTIONS 1 THROUGH 2.13.2 OF THE EMPLOYEE HANDBOOK. (NO BUDGET IMPACT – HUMAN RESOURCES DIRECTOR GARCIA)*

Recommendation:

Staff recommends that the Personnel Committee support full Board approval of the proposed revisions to the Employee Handbook (Handbook) Sections 1 through 2.13.2.

Alternative Options:

The Committee may choose not to approve the proposed changes, in which case these Sections will remain as is.

Impact of Taking No Action:

If no action is taken, Handbook will remain redundant, outdated, and difficult to navigate.

Background:

The proposed changes are the outcome of a thorough review conducted in consultation with legal counsel. The Handbook will be reviewed in its entirety, with proposed revisions presented to the Board by sections. The sections being presented currently are Section 1: Handbook Interpretation and Introduction through Section 2.13.2: Compensation and Merit Increase.

The revisions primarily focus on updating the Handbook for legal compliance, modernizing and clarifying policy language, streamlining provisions by removing outdated or overly detailed text, and improving consistency with current District practices. Collectively, these changes are intended to reduce risk, improve readability and usability, and better align the Handbook with how the District operates today.

Strategic Plan Initiative/Mission Statement:

This item is under Strategic Initiative No. 2 – Organizational Excellence.
 This item directly relates to the District’s Mission Statement.

March 30, 2026

Budget:

This item has no budget impact

Supporting Documents:

- Redline Version of Section 1 through Section 2.13.2 of Employee Handbook
- Clean Version of Section 1 through Section 2.13.2 of Employee Handbook

Disclaimer

~~This Employee Manual is provided for guidance only and does not constitute a contract between the Palmdale Water District and its employees. Nothing contained in it guarantees continued employment or changes the at-will status of all employees. The employment relationship can be terminated at any time by either the employee or the Palmdale Water District for any reason or no reason.~~

~~The Palmdale Water District remains free to unilaterally change, suspend or modify any or all of the working conditions described in the manual without giving cause or justification to employees. Specifically, this Handbook may be amended at any time by action of the Board.~~

~~Discipline imposed as a result of infractions of District policy may be modified by the District when extenuating circumstances are found.~~

Section 1 HANDBOOK INTERPRETATION AND INTRODUCTION

This Handbook is intended to provide you with a general ~~overview~~understanding of the Palmdale Water District's ("District") ~~employment~~human resource policies, benefits and rules. It is intended to familiarize you with important information about the District as well as information regarding your own privileges and responsibilities as a District employee.

~~Although it is not an employment contract or legal document, it~~ is important that all employees read, understand, and follow the provisions of the Handbook. Failure to comply with any policy may result, subject the employee to discipline, up to and including termination.

Employment with the District is at will, meaning that either the employee or the District may terminate the employment relationship at any time, for any reason or no reason, with or without cause, and with or without advance notice.

For purposes of this handbook, "business day" is defined as any day the District's administrative offices are open for business

~~The District reserves the right to amend, add to, or delete any of its policies which may be changed~~ from time to time, with the exception of the concept of at-will employment by the District. You will be notified in writing of any amendments and additions to these policies and procedures. Keep this Handbook, additions, and revisions on file for your reference.

~~This Handbook, however, cannot anticipate every situation or answer every question about employment, nor can it provide information that answers every possible question. Additionally, circumstances will undoubtedly require that guidelines, practices, and benefits described in this Handbook change. Accordingly, the District must reserve the right to modify, supplement, or rescind any provision of this Handbook from time to time, as it deems necessary. As mentioned above, you will, of course, be advised of changes that occur.~~

District is constantly striving to improve its operations, the services that it provides its ratepayers, and its relations with its employees. You are encouraged to bring suggestions for improvements to the attention of your department head or the General Manager. Additionally, if you have any questions or seek clarification, you should see your department head or the Human Resources Director.

By working together, the District believes that ~~it will~~ it shares with its employees a sincere pride in the workplace and the services that ~~wethey~~ we are all here to provide.

VISION STATEMENT OF PALMDALE WATER DISTRICT

The District ~~will~~ strives for excellence in providing great customer care; advocating for local water issues that help our residents; educating the community on water-use efficiency; and leading our region in researching and implementing emerging technologies that increase operational efficiency.

MISSION STATEMENT OF PALMDALE WATER DISTRICT

The mission of the District is to provide high-quality water to our current and future customers at a reasonable cost.

CORE VALUES PALMDALE WATER DISTRICT

~~Adhering to its~~ Core ~~v~~Values are essential to the success of District and its employees. ~~These~~ values set the tone for the organization and help employees make informed decisions that benefit everyone – the District, the staff and the ratepayers. These values ~~will~~ guide us as we work with each other to serve the public. ~~Following is a statement of the District’s Core Values.~~

INTEGRITY

Performing our duties in an ethical, fair, reliable, honest and courageous manner ~~regardless of the situation.~~

TEAMWORK

Working with colleagues to accomplish the organization’s goals and respecting each other’s contributions that ~~best~~ benefit the organization.

DIVERSITY

Embracing and respecting differing ideas, cultures, ethnicities, class and gender.

PASSION

Showing ~~evidence of~~ energy, enthusiasm, devotion and motivation while pursuing excellence in one’s work, ideas and goals.

This Handbook is applicable to all District employees, including full-time, part-time, and temporary employees. ~~Except as specified herein, this Handbook is not applicable to the District Board members, General Counsel and General Manager, or other employees with whom there is a specific employment contract.~~

~~If any section, subsection, sentence, clause, phrase, or portion of this Handbook is for any reason held to be invalid or unconstitutional by the final decision of any court of competent~~

jurisdiction, such decision shall not affect the validity of the remaining portions of this Handbook. The District hereby declares that it would have adopted these policies and each section, subsection, sentence, clause, phrase, or portion thereof irrespective of the fact that any one or more sections, subsections, sentences, clauses, phrases or portions may be declared invalid or unconstitutional.

Section 2 EMPLOYMENT PRACTICES

2.1 EMPLOYMENT AT WILL

All employees are hired on an "at will" basis, unless an employee is employed under a written contract stating otherwise. ~~Employment "at will" This means that an employee may resign at any time, for any reason, and that the District may terminate an employee at any time, for any reason, with or without cause, and with or without advance notice. At the end of this handbook, you will find a copy of an "at will" employment agreement. Please read this agreement carefully, sign and return it to the Human Resources Director.~~

2.2 DISASTER SERVICE WORKER

Those District employees who are trained under the California Emergency Services Act, are considered Disaster Service Worker Volunteers, and must render such assistance as may be necessary in times of emergency, as declared by the Governor or ~~his or her~~ designee. The Agency-District has established a disaster preparedness plan, which includes a process for notifying employees of their disaster service assignments and when employees must perform them.- Employees must complete the Disaster Service Worker Registration, including the loyalty oath, at the back of this Manual ~~to effectuate this policy.~~ Employees will be compensated for all work performed pursuant to this policy.

2.3 ACCESS TO PERSONNEL RECORDS

~~The District maintains employment-related #information about itsthe employees (such as salary changes, promotions, and transfers) asis part of the personnel file. Medical information is not kept in an employee's regular personnel file, but in a separate confidential medical file, as required by law. Personnel records are confidential and disclosure is limited to those with a legitimate "need to know." are to be treated as such. Access to personnel records is limited to the following:~~

~~PERSONS OTHER THAN THE EMPLOYEE~~

Other employees of the District may have access to personnel records only if they have a "need to know." This means access is limited to:

- Management considering an employee for promotion or transfer into their departments,
- Manager and direct supervisor,
- Human resource personnel, and
- Others only as specifically authorized by the General Manager.

Non-employees may not, except with specific authorization, have access to the personnel records themselves, except where the non-employee is the current or former employee's representative. Generally, access by non-employees other than the employee's personal representative will be granted only upon advice of legal counsel. Access of outsiders to information in a personnel record is governed by the District's policy on references, which is limited to only the Human Resources Department.

THE EMPLOYEE

- Current and former employees may inspect their own personnel records in the presence of the Human Resources Director or the General Manager by appointment.
- Current employees may inspect their personnel records at the place where the employee reports to work or at another location on which the parties agree.
- The District shall provide a copy of all such records on written request within 30 days at a charge not to exceed the actual cost of reproduction.
- Former employees may inspect their records at the place where the District stores its records or at another location on which the parties agree in writing. A former employee may receive his/her records by mail if he/she/they pays the actual postal expenses.
- If the former employee was terminated for violating a law or policy involving workplace harassment or violence, the District will provide any requested copy of the records by mail.
- The District shall make your personnel records available at reasonable times but not later than 30 calendar days from the receipt of a written request. You and the District may agree to extend this to 35 days, but no longer.

2.4 EQUAL EMPLOYMENT OPPORTUNITY

~~It is the continuing policy of~~ The District ~~to provide~~ equal employment opportunities for all individuals ~~who have the necessary qualifications~~ with respect to, e.g., recruitment, hiring, performance evaluation, promotion, transfers, training, layoffs, suspensions, termination, compensation or other personnel-related activities regardless of race, color, religion, sex, reproductive health decision-making, gender, gender identity or expression, national

origin, ethnicity, political affiliations or activities, status as a victim of domestic violence, assault, or stalking, military or veteran status, ancestry, disability (physical or mental), medical condition, marital status, registered domestic partner status, ~~age, (over 40) or~~ sexual orientation ~~preference~~, citizenship or citizenship status, AIDS/HIV, genetic information, or perception that an individual has any of these characteristics, or associates with individuals who have or are perceived to have these characteristics, or any other consideration made unlawful by federal, state, or local laws (collectively referred to in this Handbook as "Protected Characteristic category"). ~~Any technique or procedure used in the recruitment and selection of employees shall be designed to measure only the job-related qualifications of applicants. All employee decisions will be based upon policies and practices that further the principles of equal employment opportunity. Please see section *Prohibition of Discrimination* in this handbook for District's policy in discrimination.~~

~~Every member of management is responsible for assuring non-discrimination in employment opportunities. In addition, all staff members, regardless of position, share in the responsibility of maintaining a discrimination-free work environment.~~

The District's ~~goal is employment policy is to conduct an objective process to hire~~recruit the most qualified candidate for each position based ~~on assessing the~~ individual's skills, work experience, and education, ~~certificates and licenses, and interview performance. The focus of the hiring process will be assessing the hard and soft skills necessary to be successful at the essential functions of the job as defined in the job description.~~

2.5 PROHIBITION OF DISCRIMINATION AND HARASSMENT

Harassment and discrimination in employment on the basis of sex (including pregnancy, childbirth, breastfeeding, or related medical condition), reproductive health decision-making, gender, race, color, national origin, ethnicity, ancestry, citizenship, religion, creed, age, physical or mental disability, medical condition, sexual orientation, gender identity or gender expression, military or veteran status, marital status, registered domestic partner status, genetic information, or any other protected basis (collectively the "Protected Characteristics") is unlawful under federal and state law. Every individual is entitled to work free of discrimination or harassment based on any Protected Characteristic. The law prohibits all employees (including coworkers, supervisors, and managers), as well as third parties with whom the employee comes into contact, from engaging in this impermissible conduct. Accordingly, the District does not tolerate discrimination or harassment in the workplace or in a work-related situation. Unlawful discrimination and harassment violates the District's rules of conduct.

Unlawful harassment in employment may take many different forms. Some examples are:

- Verbal conduct such as epithets, derogatory comments, slurs, or unwanted comments and jokes;
- Visual conduct such as derogatory posters, cartoons, drawings, or gestures;
- Physical conduct such as blocking normal movement, restraining, touching, or otherwise physically interfering with work of another individual;
- Threatening or demanding that an individual submit to certain conduct or to perform certain actions in order to keep or get a job, to avoid some other loss, or as a condition of job benefits, security, or promotion; and
- Retaliation by any of the above means for having reported harassment or discrimination, or having assisted another employee to report harassment or discrimination.

Sexual harassment under these laws includes unwelcome sexual advances, requests for sexual favors, and other related verbal or physical conduct because of sex or gender when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Internal Complaint Procedure

Discrimination and harassment in employment are not tolerated. In addition, the District prohibits retaliation for having made a report, and/or otherwise for participating in the reporting or investigative process, under this policy. Violation of this policy will result in disciplinary action up to, and including, immediate discharge.

Any individual who believes they are the object of harassment or discrimination on any prohibited basis, or who has observed such harassment or discrimination, or who believes they have been subjected to retaliation, must notify either their manager, the Human Resources Director, the General Manager, or any supervisor or manager.

Supervisors who receive a complaint under this policy will report it to Human Resources. The District will conduct a fair, timely, and thorough investigation, and will do so in a confidential manner, to the extent possible. The investigation will be performed by impartial and qualified personnel, and will be appropriately documented. Following the investigation, the District will take such action as is warranted under the circumstances, and will timely close the matter.

Agency Complaint Procedure

Both the state and federal governments have agencies whose purpose is to address unlawful discrimination in the workplace. If an individual who provides services to the District believes they have been harmed by an unlawful practice, and is not satisfied with the District's response to the problem, they may file a written complaint with these agencies. For the State of California, the agency is called the Civil Rights Department ("CRD"). The local address for the CRD is 2218 Kausen Drive, #100, Elk Grove 320 West 4th Street, Suite 1000, 10th Floor, Los Angeles, California 90013 95758, or www.calcivilrights.ca.gov. For the federal government, the agency is called the Equal Employment Opportunity Commission ("EEOC"). The local address for the EEOC is 1301 Clay Street, #1170, Oakland 255 East Temple St, 4th Floor, Los Angeles, California 90012 94612, or www.eeoc.gov.

If, after an investigation and hearing, either of these agencies finds that unlawful discrimination has occurred, the injured employee may, depending on the circumstances, be entitled to reinstatement or promotion, with or without back pay.

Retaliation

Retaliation against any individual for making a report, or for participating in an investigation, under this policy is strictly prohibited. Individuals are protected by law and by District policy from retaliation for opposing unlawful discriminatory practices, for filing an internal complaint under this policy or for filing a complaint with the CRD or EEOC, or for otherwise participating in any proceedings conducted by the District under this policy and/or by either of these agencies.

The District is committed to providing a work environment that is free of unlawful discrimination and harassment. In keeping with the commitment, the District strictly prohibits unlawful discrimination or harassment on the basis of one or more protected categories, as defined below. Discrimination of anyone in or from the District, on any of these bases, is strictly prohibited.

2.5.1—Definitions

Unlawful discrimination and/or harassment in any form, include any of the following:

- Verbal harassment such as epithets, jokes, derogatory comments or slurs based on a protected category;
- Physical harassment such as assault, impeding or blocking movement, or any physical interference with normal work or movement when directed at an individual based on a protected category;
- Visual harassment such as derogatory posters, cartoons or drawings, based on a protected category; or
 - Sexual harassment in the form of unwanted sexual advances or visual, verbal or physical conduct of a sexual nature, including gender-based harassment of a person of the same sex or opposite sex of the harasser. Such conduct includes, but is not limited to: unwanted sexual advances; offering employment benefits in exchange for sexual favors; making or threatening reprisals after a negative response to sexual advances; visual conduct such as leering, making sexual gestures, displaying of sexually suggestive objects or pictures, cartoons, or posters; verbal conduct such as making or using derogatory comments, epithets, slurs and jokes; verbal sexual advances or propositions; verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, suggestive or obscene letters, notes or invitations; or physical conduct such as touching, assault or impeding or blocking movements.

This list is not a complete list of what may be deemed to be harassment under the law.

Protected Category/Class includes: race, color, religion (including religious dress and grooming practices), sex, including pregnancy, childbirth, breastfeeding or related medical conditions, gender, gender identity or expression, sexual orientation, marital status, medical conditions, military or veteran status, national origin, ancestry, disability, genetic information, age (over 40), or other category protected by law.

2.5.2— Prohibited Conduct

Discrimination and harassment violate Title VII of the Federal Civil Rights Act of 1964 and the regulatory guidelines of the Federal Equal Employment Opportunity Commission (EEOC), as well as the California Government Code and the regulations of the California Department of Fair Employment and Housing (DFEH). Accordingly, the District strictly prohibits unlawful discrimination and harassment, including sexual harassment, on the basis of a Protected Category/Class.

This policy applies to all employees, vendors, and visitors. The District does not tolerate sexual or other unlawful harassment of employees at the work place or in any work-related situation by anyone. The District also prohibits unlawful discrimination and harassment of non-employees by employees in connection with any administration, enforcement, business, service or professional relationship with the District. If, after a prompt and thorough investigation, it is

determined that an employee has engaged in discrimination and/or sexual or other harassment, that employee will be disciplined, up to and including discharge. The District will also seek to protect employees from harassment by non-employees in the work place or in work-related situations.

2.5.3—Complaint Process

If you believe you have been or are being subjected to this kind of discrimination you are encouraged to promptly report it to your manager, any other manager, the Human Resources Director or the General Manager. You should include the details of the incident or incidents, the names of those involved and the names of any witnesses. If you do not report harassment, it cannot be investigated. Supervisors are required to report any harassment or discrimination. Your cooperation is crucial. There will be no retaliation against you by management for making what is reasonably believed to be a valid complaint of harassment or discrimination. Nor will any individual be retaliated against for participating in an investigation. Confidentiality will be maintained to the extent possible. However, information related to a harassment or discrimination allegation, investigation and discipline is sometimes placed at issue and disclosed in court, in an administrative appeal hearing, or before the California Department of Fair Employment and Housing (“DFEH”) or federal Equal Employment Opportunity Commission (“EEOC”).

The District encourages all employees to report any incidents of harassment forbidden by this policy immediately so that complaints can be quickly and fairly resolved. The federal Equal Employment Opportunity Commission and the California Department of Fair Employment and Housing investigate and prosecute complaints of prohibited harassment in employment. If you think you have been harassed or that you have been retaliated against for resisting or complaining, you may file a complaint with the appropriate agency. The EEOC can be reached at (800) 669-4000 or on the Internet at www.eeoc.gov. The DFEH can be reached at (800) 884-1684 or (916) 478-7200 or on the Internet at www.dfeh.ca.gov.

Any employee who wishes to make a complaint of discrimination or sexual harassment or other harassment but is uncomfortable disclosing their identity may do so by following the above complaint procedure and filing the complaint anonymously with Human Resources or District Manager. Employees should know, however, that anonymity in the complaint procedure may compromise the District’s ability to complete a thorough investigation.

2.5.4—Investigation and Response

All complaints of discrimination and/or harassment that are reported to management will be investigated immediately, thoroughly, objectively, completely and as confidentially as possible. The District, as part of its investigation, will make every attempt to interview all individuals with information relative to the complaint. Human Resources is responsible for assuring the completion of a timely investigation consistent with this policy, but may delegate some or all of

the activity to others. If Human Resources is alleged to be involved in the discrimination or harassment, the General Manager will be responsible.

Any investigation related to a complaint under this policy will be conducted with as much confidentiality as possible and with respect for the rights of all individuals involved and consistent with a full, fair and proper investigation. Information related to the investigation will be provided on a "need to know" basis only.

The purpose of this provision is to protect the confidentiality of the employee who files a complaint, to encourage the reporting of any incidents of discrimination and/or harassment, and to protect the reputation of any employee wrongfully charged with discrimination and/or harassment.

The District will make its determination and communicate that determination to the complaining employee and to the alleged violator. The complaining employee is not entitled to copies of any notes or other written materials regarding the investigation, as the District considers these confidential documents. If it is determined that the alleged harasser has violated District policies, appropriate corrective action will be taken in accordance with established District disciplinary procedures, up to and including discharge. Furthermore, as part of the District's attempt to remedy the complaining employee's concerns, the complaining employee will be informed of remedial measures, consistent with privacy rights of the parties.

2.5.5—Dissemination of Policy

All employees, supervisors and managers shall be delivered copies of this Anti-Harassment & Discrimination Policy, dealing with harassment in employment. Specific materials dealing with sexual harassment shall be posted and circulated as required by the DFEH.

2.5.6—Mandatory Training

All supervisors and District officials will receive a minimum of two (2) hours of anti-discrimination/anti-harassment training every two (2) years in compliance with the law. Non-supervisory employees will receive a minimum of one (1) hour of anti-discrimination/anti-harassment training every two (2) years in compliance with the law.

2.5.7—Malicious Complaint

While the District vigorously defends its employee's right to work in an environment free of harassment and unlawful discrimination, it also recognizes that false accusations of harassment and discrimination can have serious consequences. Accordingly, any employee who is found, through the District's investigation, to have knowingly falsely accused another person of unlawful harassment or discrimination will be subject to appropriate disciplinary action, up to and including termination.

2.6 ABUSIVE CONDUCT / ANTI-BULLYING POLICY

~~The District is committed to providing a safe work environment. All District employees, consultants, independent contractors and visitors, have the right to be treated with respect. This policy applies to all District employees, consultants and independent contractors.~~

It is the policy of the District to maintain a workplace free from any form of abusive conduct or bullying. "Abusive conduct" is ~~defined under Government Code section 12950.1(h)(2) as workplace or work-related~~ conduct ~~that is of an employer or employee in the workplace, with~~ malicious, ~~and~~ that a reasonable person would find hostile, offensive, ~~intimidating,~~ and unrelated to an employer's legitimate business interests. Abusive conduct may include repeated infliction of verbal abuse, such as the use of derogatory remarks, insults, and epithets, verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating, or the gratuitous sabotage or undermining of a person's work performance.

~~Typically, A~~ single act ~~does shall~~ not constitute abusive conduct, unless ~~it is~~ especially severe and egregious.

~~Other examples of prohibited~~ Another form of abusive conduct may also be referred to as ~~bullying. In addition to the above definition, examples of~~ workplace bullying may include, but ~~are~~ not limited to:

- Staring, glaring or other nonverbal demonstrations of hostility;
- Exclusion or social isolation;
- Excessive monitoring or micro-managing;
- Work-related harassment, including work overload, unrealistic deadlines, and meaningless tasks;
- Being held to a different standard than the rest of the employee's work group;
- Consistent ignoring or interrupting of an employee in front of co-workers;
- Personal attacks, including angry outbursts, excessive profanity or name-calling;
- Encouragement of others to turn against the targeted employee;
- Sabotage of a co-worker's work product or undermining of an employee's work performance.;
- ~~Stalking;~~
- ~~Unwelcome touching;~~
- ~~Invasion of another's personal space;~~
- ~~Unreasonable interference with an employee's ability to do his/her work (i.e. overloading with emails);~~
- ~~Repeated infliction of verbal abuse, such as the use of derogatory remarks, insults and epithets;~~
- ~~Conduct a reasonable person would find hostile, offensive and unrelated to the employer's legitimate business interests.~~

Such conduct may be perpetrated directly or via the use of telephonic or electronic communications, the internet, email, chat room misuse, mobile threats by text messaging, or cameras and video equipment.

The District encourages all employees to immediately report any instance of workplace bullying that they experience or witness to their supervisor, the Human Resources Director, and/or the General Manager. ~~In addition, any employee who believes he/she/they has witnessed bullying, and any person who has received a report of such conduct, whether the perpetrator is an employee or a non-employee, should immediately report the conduct to his/her supervisor, the Human Resources Director, and/or the General Manager. District policy requires any~~ Supervisors who witnesses any bullying, irrespective of the reporting relationship, are required to immediately to report it to the Human Resources Director. ~~Timely~~ Early reporting and intervention are an ~~have proven to be the most~~ effective method of resolving actual or perceived incidents of bullying.

Any report under this policy is ~~of this type will be~~ treated seriously and ~~will be~~ investigated promptly and impartially. ~~The District further encourages all employees to formally report any concerns of assault, battery or other bullying behavior of a criminal nature to the local law enforcement authority or Palmdale Sheriff Department.~~

~~The availability of this complaint procedure does not preclude individuals who believe they are being subjected to bullying conduct from promptly advising the offender that his/her behavior is unwelcome and requesting that such behavior immediately stop.~~

~~The District will make every effort to stop alleged workplace bullying before it becomes severe and pervasive but can only do so with the cooperation of its employees. All employees have a duty to cooperate in connection with any District investigation into allegations of bullying.~~

~~Employees who are determined to have violated this policy will be subject to disciplinary action, up to and including termination.~~

No employee will be subject to ~~any form of~~ retaliation for reporting a bullying incident, or for participating in an investigation into allegations of bullying ~~by the District or its representatives.~~

2.7 ~~NEPOTISM~~ EMPLOYMENT OF RELATIVES

~~The District values all of its employees and, by extension, their families, and does not discriminate in its employment and personnel actions with respect to its employees and applicants for employment on the basis of marital status or blood or other type of relationship. The District ~~does~~ shall not ~~necessarily preclude~~ improperly deny employment of individuals who are related to current employees or employment benefits to any~~

~~employee or applicant for employment on the basis of marital status, blood or other type of relationship. Therefore, the District shall consider the hire of employee spouses, relatives, or those with another type of relationship with an employee but will not hire such individual to work in an area where the employee would directly supervise that individual.~~

~~The term "relationship" shall include, f~~For purposes of this policy, "Related" to a District employee means~~section, any marital or blood relationship (e.g., or any other relationship similar to blood or marital relationship, as when an employee is the father, step-father, mother, step-mother, grandmother, grandfather, grandchild, brother, step-brother, sister, step-sister, father-in-law, mother-in-law, spouse, domestic partner, aunt, uncle, cousin, child or step-child) or any other similar such relationship of another employee of the District.~~

~~Marital status is defined as an individual's state of marriage, non-marriage, divorce, dissolution, separation, widowhood, annulment, or other marital state as defined by California law.~~

~~A Related person will not be hired for any~~No person shall be appointed or promoted to a position which would result in Related persons having in any department in which such person's relationship, as defined above, would result in any of the following (as determined by the General Manager): (1) a supervisor-subordinate relationship; (2) ~~the employee having job duties which require~~ performance of shared duties on the same or related work assignment; (3) ~~both employees having~~ the same immediate supervisor; (4) ~~the two employees handling financial transactions together;~~ or (5) any other actual or perceived conflict of interest, or having an adverse impact on supervision, safety, security, morale, or efficiency of the workplace that cannot be adequately mitigated, ~~as determined by the General Manager.~~

~~If two employees become r~~Related while working for the District, the District will attempt~~shall make reasonable efforts to assign job duties so as~~ to minimize any problems of supervision, safety, security or morale. ~~Such efforts may include, without limitation, affording either or both affected employees the opportunity to be transferred to another department, or to permit continued employment by both parties to the relationship without change if the General Manager finds that any adverse impact on public service would be insignificant. During the period of employment, no supervisorial relationship shall exist between married or related employees. The General Manager, following consultation with the applicable supervisor, may place reasonable conditions on such continued employment to the extent necessary to ensure that problems of supervision, safety, security or moral are kept to a minimum.~~

~~Where the above circumstances exist and mandate that two spouses or related individuals shall not work in a prohibited relationship, the General Manager or designee will make reasonable efforts to transfer one individual to a similar comparable position in another department. Although the wishes of the parties as to which individual shall be~~

~~transferred will be given consideration by the District, the controlling factor in determining which individual to transfer shall be the productive operation and efficiency of the District. If any such transfer results in a reduction of salary or compensation, the same shall not be considered disciplinary in nature.~~

~~If continuing employment of two Related individuals cannot be accommodated consistent with the District's interest in promotion of safety, security, morale and efficiency, the District retains the sole discretion to separate one or both Related individuals from District employment. In this case, the General Manager or designee shall notify the affected employees, who shall determine which individual will be subject to separation. This separation shall not constitute discipline.~~

~~Determinations made pursuant to this Section shall be made on a case by case basis. In making any determinations pursuant to this Section, the General Manager or designee may take into account all relevant factors concerning each of the affected employees, including but not limited to job duties, employment history, etc., within District service, and the business reasons of supervision, safety, security and morale.~~

~~The District reserves the right to:~~

- ~~• Refuse to employ one party to a relationship if the other party to the relationship is employed in a confidential position.~~
- ~~• To refuse to permit one party to a relationship to be under the direct supervision of the other party to the relationship. For purposes of this section, a supervisory relationship shall be defined as one in which one person exercises the right to control, direct, reward or punish another person by virtue of the duties and responsibilities assigned to his/her/their position.~~
- ~~• To refuse to permit both parties to a relationship to work in the same department, division or facility where such employment has the potential for creating an adverse impact on supervision, safety, security or morale, or where such employment involves potential conflicts of interest or hazards greater for persons in such relationships than for other persons.~~
- ~~• Reasonably investigate the situation to determine whether a violation of this policy exists.~~

~~The decision as to whether a conflict exists lies with the General Manager.~~

2.8 FRATERNIZATION POLICY

~~In a workforce as diverse as we have at the District, it is not uncommon for employees to date, or develop significant relationships and live with, other employees. However, conflicts~~

of interest may arise in connection with consensual romantic and/or sexual relationships between District managers/supervisors and their subordinates. Such relationships may:

- compromise, or appear to compromise, the integrity of supervisory authority;
- cause actual or perceived partiality, bias, or unfairness;
- involve, or appear to involve, the improper use of such relationships for personal gain;
- be, or are perceived to be, exploitative or coercive in nature; and/or (v) create an actual or perceived adverse impact on workplace discipline, authority, morale, and productivity.

The District desires to ~~The goal of this policy is to avoid concerns~~ these problems as well as ~~complaints~~ of favoritism, potential sexual harassment claims, and ~~any other~~ employee morale and dissension problems that may result from ~~consensual~~ romantic and/or sexual relationships between District ~~employees~~ managers/supervisors and their subordinates.

Accordingly, District managers/supervisors are prohibited from ~~fraternizing or~~ engaging in inappropriate relations, or becoming romantically involved, with any non-manager/supervisor employee of the District, especially if the managers/supervisors either (1) supervise that employee; or (2) directly or indirectly make employment-related decisions or recommendations regarding that employee for, e.g., raises, promotions, discipline, assignments or transfers, ~~for the employee directly or indirectly.~~

~~If a manager or supervisor violates this policy, the District may, at its sole discretion, reassign such manager or supervisor to a different department and discipline such manager or supervisor as provided in section 2.17 of this Handbook, including, but not limited to, termination of employment.~~

~~If two employees become related while working for the District, they will both be allowed to remain with the District. However, if one of them supervises the other, only one of the employees will be allowed to keep his/her/their current position. The other employee will need to transfer to another position if there is an opening or leave the District.~~

~~While the District does not intend to tell employees who their friends should be, who they should date, or with whom they should socialize, it will intervene when these relationships affect job performance. While it is not the District's intent to discipline employees, who are friends or dating, discipline will be issued in appropriate circumstances when job performance is negatively affected, as detailed in section 2.17 of this Handbook.~~

~~All employees should be mindful that the District maintains a strict policy against unlawful harassment of any kind including, but not limited to, sexual harassment, as detailed in section 2.5 of this Handbook. Employees who believe they have been subject to sexual~~

~~harassment should immediately report it to their supervisor, the Human Resources Director, and/or the General Manager for investigation.~~

2.9 ACCEPTANCE OF GRATUITIES

No employee shall accept any fee, compensation, gift, payment of expense, or any other thing of monetary value in circumstances ~~which adversely affects the District or its reputation. For example, in which~~ acceptance ~~is not permissible if it~~ may result in, or create the appearance of: ~~resulting in~~, the use of public office for private gain; preferential treatment of any person, impeding governmental efficiency or economy; any loss of complete independence or impartiality; the making of a District decision outside official channels; or any adverse ~~ea~~ffect on the confidence of the public in the integrity of District government.

2.10 MOONLIGHTING/OUTSIDE EMPLOYMENT

No District employee may accept or engage in any employment, activity, or outside enterprise ~~for any other company, corporation, private individual or individuals, or himself/herself~~ which is inconsistent, incompatible, or in conflict with the employee's duties at the District.

Activities that ~~may be impermissible~~fall in this category include:

- Receiving or accepting money or any other consideration from anyone other than the District for the performance of ~~your~~ duties as a District employee;
- ~~Performance of an act in other than your capacity as a District employee knowing that the act may later be subject, directly or indirectly, to your control, inspection, review, audit, or enforcement as a District employee in your capacity as such;~~
- Not devoting full time, attention, and efforts to your work duties~~employment during normal hours as a District employee.~~

~~Violation of these rules relating to outside employment constitutes grounds for disciplinary action.~~

Application: ~~Consistent with California Government Code Section 1126, a~~Any District employee wishing to engage in an occupation or outside activity for compensation ~~must~~shall inform the General Manager in advance and in writing of such desire, and provide information as to time required, the nature of the activity, and such other information as may be required. The General Manager will~~shall~~ then determine whether or not such activity is compatible with the ~~employee's~~ District employment. ~~If outside employment is approved, the employee will have an ongoing responsibility for preventing the existence and appearance of prohibited conflicts of interest.~~

Evaluation of Request: In evaluating whether the outside activity is consistent with District employment, the General Manager shall consider, among other pertinent factors, whether the activity;

- Involves the use for private gain or advantage of District time, facilities, equipment and supplies, or the prestige or influence of the District's office or employment;
- Involves accepting money from anyone other than the District for performing an act which the employee would be required or expected to perform in the regular course of his/her District employment;
- Involves the performance of an act in other than his/her capacity as a District employee which may later be subject, directly or indirectly, to the control, inspection, review, audit or enforcement by such employee or the department by which he/she is employed;
- Involves conditions or factors which may directly or indirectly lessen the efficiency of the employee in his/her regular District employment or conditions in which there is a substantial risk of injury or illness to the employee;
- Any other outside activities that may bring discredit to the District.

Revocation of Permission: Outside work permits may be issued for such length of time as noted in the permit and expire at such time. Any permitted outside work permits are subject to revocation by the General Manager at any time if, for example, the General Manager he/she determines that such activity is not compatible with the employee's District employment.

No employee shall allow any unauthorized person to rent, borrow or use any of the items described above except upon prior written permission of the General Manager.

Violations and Penalties: Any violation of this provision shall constitute sufficient grounds for disciplinary action.

2.11 CONFLICT OF INTEREST

No employee shall engage in any business transaction, or shall have a financial interest, direct or indirect, which is incompatible with the proper discharge of their District his/her official job duties, in the public interest or would tend to impair his independence of judgment or action in the performance of his/her official duties. The General Manager shall determine and prescribe those activities which, for employees under his jurisdiction, will be considered inconsistent, incompatible or in conflict with their duties as District employees. In making this determination, the General Manager shall give consideration to employment, activity or enterprise which:

- ~~Involves the use for private gain or advantage of District time, facilities, equipment and supplies, or the badge, uniform, prestige or influence of the District's office or employment;~~
- ~~Involves the soliciting or acceptance by the employee of any money, gift, gratuity or other consideration from anyone other than the District for performing an act which the employee would be required or expected to perform in the regular course of his/her District employment;~~
- ~~Involves the performance of an act in other than his/her capacity as a District employee which may later subject, directly or indirectly, to the control, inspection, review, audit or enforcement by such employee or the department by which he/she is employed~~

Each District employee shall, during their work/his/her hours of duty as a District employee, ~~and subject to such rules and regulations as pertain thereto,~~ devote their/his/her full time, attention and efforts to this District employment. ~~Each District employee shall cooperate with the General Manager to successfully fulfil the objectives and purposes of this Handbook. Failure to abide by the conflict of interest prohibition may result in disciplinary action.~~

2.12 POLITICAL ACTIVITY

~~The political activities of all District employees shall be governed by the provisions of applicable State and Federal law.~~

~~Impermissible Activities:~~ ~~Employees are not permitted to Use of the public's money, the public's time (i.e., paid work hours) or other public resources (e.g., facilities, computers, equipment, or materials), to support or oppose a political campaign (of a candidate or ballot measure) is prohibited.~~ Specifically, prohibited activities include:

- Political campaign activities during working hours.
- Political campaign activities on District premises.
- Solicitation of campaign contributions from other employees, ~~unless part of a general public fund-raising campaign, and never~~ on District time or premises or using District resources.
- ~~Engaging in political campaign activity while Wwearing a District employee identification or uniform, or badge of office while campaigning even outside of working hours.~~
- Using District equipment or supplies to produce political promotional materials.

~~Permissible Activities:~~ ~~During non-working hours, each employee has the unfettered right to engage in political expression and activity on behalf of a political candidate or ballot measure, so long as public funds are not used. However, District badges of office should not be displayed.~~

2.13 COMPENSATION PLAN

The foundation for the District's compensation is based on the following key principles:

- **Pay for Performance**— You earn your compensation. Superior performance may result in consideration for equals superior compensation. ~~If you create results, you will be rewarded.~~
- **Providing Opportunity**—Career opportunities are made available when possible, further education is encouraged, and compensation levels are competitive.
- **Employees Have a Significant Stake in the District**— ~~Employees~~ have the biggest stake in ensuring the District operates smoothly and efficiently. It is through effective collective performance that the best results are created. District (i.e., management is looking for superior image, leadership, behavior, and morale, overall performance).

The District provides equitable compensation for each employee based on the individual's position and performance. Minimum and maximum salary steps have been established for each position. These salary ranges are reviewed by the District using the data from similar agencies in California and may be upgraded triennially for inflation. A cost-of-living increase may be considered by the Board of Directors on an annual basis.

2.13.1 Salaries

For new hires, factors considered in establishing the base salary include education, previous work experience, position, grade level and other relevant factors.

For existing employees, adjustments to your base salary may be considered in connection with ~~generally occur as a result of~~ a performance appraisal, a promotion, or a significant increase or decrease in job responsibilities, as well as business circumstances and other relevant factors.

2.13.2 Compensation Review and Merit Increase

Merit increases, if any, are given based on performance and in accord with current business circumstances of the District. ~~All these factors determine salary changes within the pay range which consists of nine incremental steps. There are no automatic pay increases at the time of performance appraisal, or any other time. It is the District's objective to adjust a salary level that best represents performance level and responsibilities in accord with current business circumstances.~~

~~**Note:** Any employee who is, or has recently been, subjected to discipline on written warning may be ineligible for merit pay increases, merit awards, promotion, and flex time.~~

PROMOTIONAL INCREASE/DEMOTION

~~A promotion occurs when an employee accepts a position that is in a higher level grade. A salary increase is generally given to recognize increased job responsibilities. A demotion occurs when an employee accepts or is transferred to a job at a lower level.~~

PAY INCREASES

~~Minimum and maximum salary steps have been established for each position. These salary ranges are reviewed by the District using the data from similar agencies in California and may be upgraded annually for inflation. A cost-of-living increase may be [?] is considered by the Board of Directors on an annual basis.~~

NON-CUMULATIVE MERIT AWARD

A Non-Cumulative Merit Award pay structure provides an incentive for employees on their top step, or for those that have frozen wage levels, to continue to perform above ~~or beyond~~ expectations. ~~The new structure would apply to e~~Employees ~~who~~that have been at the uppermost step of the range for their position for at least one year, and ~~to those~~ employees with frozen wage levels, may be considered for this Award.

A Non-Cumulative Merit Award recommendation requires approval of the Supervisor, Department Head, Assistant General Manager, and General Manager. The Non-Cumulative Merit Award may be provided in an amount recommendation could range up to 2.5% of the employee's current annual compensation. ~~The approved, a Non-Cumulative Merit Award is typically will be paid in a lump sum in the second week of July.~~

Section 1 HANDBOOK INTERPRETATION AND INTRODUCTION

This Handbook is intended to provide you with a general overview of the Palmdale Water District's ("District") employment policies, benefits and rules. It is intended to familiarize you with important information about the District as well as information regarding your own privileges and responsibilities as a District employee.

It is important that all employees read, understand, and follow the provisions of the Handbook. Failure to comply with any policy may result and subject the employee to discipline, up to and including termination.

Employment with the District is at will, meaning that either the employee or the District may terminate the employment relationship at any time, for any reason or no reason, with or without cause, and with or without advance notice.

For purposes of this handbook, "business day" is defined as any day the District's administrative offices are open for business

The District reserves the right to amend, add to, or delete any of its policies from time to time, with the exception of the concept of at-will employment. You will be notified in writing of any amendments and additions to these policies and procedures. Keep this Handbook, additions, and revisions on file for your reference.

District is constantly striving to improve its operations, the services that it provides its ratepayers, and its relations with its employees. You are encouraged to bring suggestions for improvements to the attention of your department head or the General Manager. Additionally, if you have any questions or seek clarification, you should see your department head or the Human Resources Director.

By working together, the District believes that it shares with its employees a sincere pride in the workplace and the services that we are all here to provide.

VISION STATEMENT OF PALMDALE WATER DISTRICT

The District strives for excellence in providing great customer care; advocating for local water issues that help our residents; educating the community on water-use efficiency; and leading our region in researching and implementing emerging technologies that increase operational efficiency.

MISSION STATEMENT OF PALMDALE WATER DISTRICT

The mission of the District is to provide high-quality water to our current and future customers at a reasonable cost.

CORE VALUES PALMDALE WATER DISTRICT

Adhering to its Core Values are essential to the success of District and its employees. These values set the tone for the organization and help employees make informed decisions that benefit everyone – the District, the staff and the ratepayers. These values guide us as we work with each other to serve the public. Following is a statement of the District’s Core Values.

INTEGRITY

Performing our duties in an ethical, fair, reliable, honest and courageous manner.

TEAMWORK

Working with colleagues to accomplish the organization’s goals and respecting each other’s contributions that benefit the organization.

DIVERSITY

Embracing and respecting differing ideas, cultures, ethnicities, class and gender.

PASSION

Showing energy, enthusiasm, devotion and motivation while pursuing excellence in one’s work, ideas and goals.

This Handbook is applicable to all District employees, including full-time, part-time, and temporary employees.

Section 2 EMPLOYMENT PRACTICES

2.1 EMPLOYMENT AT WILL

All employees are hired on an "at will" basis, unless an employee is employed under a written contract stating otherwise. Employment "at will" means that an employee may resign at any time, for any reason, and that the District may terminate an employee at any time, for any reason, with or without cause, and with or without advance notice. ||

2.2 DISASTER SERVICE WORKER

Those District employees who are trained under the California Emergency Services Act are considered Disaster Service Worker Volunteers, and must render such assistance as may be necessary in times of emergency, as declared by the Governor or designee. The District has established a disaster preparedness plan, which includes a process for notifying employees of their disaster service assignments and when employees must perform them. Employees must

complete the Disaster Service Worker Registration, including the loyalty oath, at the back of this Manual. Employees will be compensated for all work performed pursuant to this policy.

2.3 ACCESS TO PERSONNEL RECORDS

The District maintains employment-related information about its employees (such as salary changes, promotions, and transfers) as part of the personnel file. Medical information is not kept in an employee's regular personnel file, but in a separate confidential medical file. Personnel records are **confidential** and disclosure is limited to those with a legitimate "need to know."

2.4 EQUAL EMPLOYMENT OPPORTUNITY

The District provides equal employment opportunities for all individuals with respect to, e.g., recruitment, hiring, performance evaluation, promotion, transfers, training, layoffs, suspensions, termination, compensation or other personnel-related activities regardless of race, color, religion, sex, reproductive health decision-making, gender, gender identity or expression, national origin, ethnicity, political affiliations or activities, status as a victim of domestic violence, assault, or stalking, military or veteran status, ancestry, disability (physical or mental), medical condition, marital status, registered domestic partner status, age, sexual orientation, citizenship or citizenship status, AIDS/HIV, genetic information, or perception that an individual has any of these characteristics, or associates with individuals who have or are perceived to have these characteristics, or any other consideration made unlawful by federal, state, or local laws (collectively referred to in this Handbook as "Protected Characteristic").

The District's goal is to hire the most qualified candidate for each position based the individual's skills, work experience, and education.

2.5 PROHIBITION OF DISCRIMINATION AND HARASSMENT

Harassment and discrimination in employment on the basis of sex (including pregnancy, childbirth, breastfeeding, or related medical condition), reproductive health decision-making, gender, race, color, national origin, ethnicity, ancestry, citizenship, religion, creed, age, physical or mental disability, medical condition, sexual orientation, gender identity or gender expression, military or veteran status, marital status, registered domestic partner status, genetic information, or any other protected basis (collectively the "Protected Characteristics") is unlawful under federal and state law. Every individual is entitled to work free of discrimination or harassment based on any Protected Characteristic. The law prohibits all employees (including coworkers, supervisors, and managers), as well as third parties with whom the employee comes into contact, from engaging in this impermissible conduct. Accordingly, the District does not tolerate discrimination or harassment in the workplace or in a

work-related situation. Unlawful discrimination and harassment violates the District's rules of conduct.

Unlawful harassment in employment may take many different forms. Some examples are:

- Verbal conduct such as epithets, derogatory comments, slurs, or unwanted comments and jokes;
- Visual conduct such as derogatory posters, cartoons, drawings, or gestures;
- Physical conduct such as blocking normal movement, restraining, touching, or otherwise physically interfering with work of another individual;
- Threatening or demanding that an individual submit to certain conduct or to perform certain actions in order to keep or get a job, to avoid some other loss, or as a condition of job benefits, security, or promotion; and
- Retaliation by any of the above means for having reported harassment or discrimination, or having assisted another employee to report harassment or discrimination.

Sexual harassment under these laws includes unwelcome sexual advances, requests for sexual favors, and other related verbal or physical conduct because of sex or gender when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Internal Complaint Procedure

Discrimination and harassment in employment are not tolerated. In addition, the District prohibits retaliation for having made a report, and/or otherwise for participating in the reporting or investigative process, under this policy. Violation of this policy will result in disciplinary action up to, and including, immediate discharge.

Any individual who believes they are the object of harassment or discrimination on any prohibited basis, or who has observed such harassment or discrimination, or who believes they have been subjected to retaliation, must notify either their manager, the Human Resources Director, the General Manager, or any supervisor or manager.

Supervisors who receive a complaint under this policy will report it to Human Resources. The District will conduct a fair, timely, and thorough investigation, and will do so in a confidential manner, to the extent possible. The investigation will be performed by impartial and qualified personnel, and will be appropriately documented. Following the investigation, the District will take such action as is warranted under the circumstances, and will timely close the matter.

Agency Complaint Procedure

Both the state and federal governments have agencies whose purpose is to address unlawful discrimination in the workplace. If an individual who provides services to the District believes they have been harmed by an unlawful practice, and is not satisfied with the District's response to the problem, they may file a written complaint with these agencies. For the State of California, the agency is called the Civil Rights Department ("CRD"). The local address for the CRD is 320 West 4th Street, Suite 1000, 10th Floor, Los Angeles, California 90013, or www.calcivilrights.ca.gov. For the federal government, the agency is called the Equal Employment Opportunity Commission ("EEOC"). The local address for the EEOC is 255 East Temple St, 4th Floor, Los Angeles, California 90012, or www.eeoc.gov.

If, after an investigation and hearing, either of these agencies finds that unlawful discrimination has occurred, the injured employee may, depending on the circumstances, be entitled to reinstatement or promotion, with or without back pay.

Retaliation

Retaliation against any individual for making a report, or for participating in an investigation, under this policy is strictly prohibited. Individuals are protected by law and by District policy from retaliation for opposing unlawful discriminatory practices, for filing an internal complaint under this policy or for filing a complaint with the CRD or EEOC, or for otherwise participating in any proceedings conducted by the District under this policy and/or by either of these agencies.

2.6 ABUSIVE CONDUCT / ANTI-BULLYING POLICY

It is the policy of the District to maintain a workplace free from any form of abusive conduct or bullying. "Abusive conduct" is workplace or work-related conduct that is malicious, and that a reasonable person would find hostile, offensive, intimidating, and unrelated to an employer's legitimate business interests. Abusive conduct may include repeated infliction of verbal abuse,

such as the use of derogatory remarks, insults, and epithets, verbal or physical conduct that a reasonable person would find threatening, intimidating, or humiliating, or the gratuitous sabotage or undermining of a person's work performance. Typically, a single act does not constitute abusive conduct, unless it is especially severe and egregious.

Other examples of prohibited workplace bullying may include, but are not limited to:

- Staring, glaring or other nonverbal demonstrations of hostility;
- Exclusion or social isolation;
- Excessive monitoring or micro-managing;
- Work-related harassment, including work overload, unrealistic deadlines, and meaningless tasks;
- Being held to a different standard than the rest of the employee's work group;
- Consistent ignoring or interrupting of an employee in front of co-workers;
- Personal attacks, including angry outbursts, excessive profanity or name-calling;
- Encouragement of others to turn against the targeted employee;
- Sabotage of a co-worker's work product or undermining of an employee's work performance.

The District encourages all employees to immediately report any instance of workplace bullying that they experience or witness to their supervisor, the Human Resources Director, and/or the General Manager. Supervisors who witness any bullying, irrespective of the reporting relationship, are required immediately to report it to the Human Resources Director. Timely reporting and intervention are an effective method of resolving actual or perceived incidents of bullying.

Any report under this policy is treated seriously and investigated promptly and impartially.

No employee will be subject to retaliation for reporting a bullying incident, or for participating in an investigation into allegations of bullying.

2.7 EMPLOYMENT OF RELATIVES

The District does not necessarily preclude employment of individuals who are related to current employees.

For purposes of this policy, "Related" to a District employee means any marital or blood relationship (e.g., father, step-father, mother, step-mother, grandmother, grandfather, grandchild, brother, step-brother, sister, step-sister, father-in-law, mother-in-law, spouse, domestic partner, aunt, uncle, cousin, child or step-child) or any other similar such relationship.

A Related person will not be hired for any position which would result in Related persons having any of the following (as determined by the General Manager): (1) a supervisor-subordinate relationship; (2) performance of shared duties on the same or related work assignment; (3) the same immediate supervisor; (4) handling financial transactions together; or (5) any other actual or perceived conflict of interest, or having an adverse impact on supervision, safety, security, morale, or efficiency of the workplace that cannot be adequately mitigated.

If two employees become Related while working for the District, the District will attempt to minimize any problems of supervision, safety, security or morale.

If continuing employment of two Related individuals cannot be accommodated consistent with safety, security, morale and efficiency, the District retains the sole discretion to separate one or both Related individuals from District employment.

2.8 FRATERNIZATION POLICY

The goal of this policy is to avoid concerns of favoritism, potential sexual harassment claims, and other morale and dissension problems that may result from romantic and/or sexual relationships between District employees.

Accordingly, District managers/supervisors are prohibited from engaging in inappropriate relations, or becoming romantically involved, with any non-manager/supervisor employee of the District, especially if the managers/supervisors either (1) supervise that employee; or (2) directly or indirectly make employment-related decisions or recommendations regarding that employee for, e.g., raises, promotions, discipline, assignments or transfers.

2.9 ACCEPTANCE OF GRATUITIES

No employee shall accept any fee, compensation, gift, payment of expense, or any other thing of monetary value in circumstances which adversely affects the District or its reputation. For example, acceptance is not permissible if it may result in, or create the appearance of: the use of public office for private gain; preferential treatment of any person, impeding governmental efficiency or economy; any loss of complete independence or impartiality; the making of a District decision outside official channels; or any adverse affect on the confidence of the public in the integrity of District government.

2.10 MOONLIGHTING/OUTSIDE EMPLOYMENT

No District employee may accept or engage in any employment, activity, or outside enterprise which is inconsistent, incompatible, or in conflict with the employee's duties at the District.

Activities that may be impermissible include:

- Receiving or accepting money or any other consideration from anyone other than the District for the performance of duties as a District employee;
- Not devoting full time, attention, and efforts to your work duties.

Application: Any District employee wishing to engage in an occupation or outside activity for compensation must inform the General Manager in advance and in writing of such desire, and provide information as to time required, the nature of the activity, and such other information as may be required. The General Manager will then determine whether or not such activity is compatible with District employment.

Revocation of Permission: Any permitted outside work is subject to revocation by the General Manager at any time if, for example, the General Manager determine that such activity is not compatible with District employment.

2.11 CONFLICT OF INTEREST

No employee shall engage in any business transaction, or shall have a financial interest, direct or indirect, which is incompatible with the proper discharge of their District job duties.

Each District employee shall, during their work hours as a District employee, devote their full time, attention and efforts to this District employment.

2.12 POLITICAL ACTIVITY

Employees are not permitted to use the public's money, the public's time (i.e., paid work hours) or other public resources (e.g., facilities, computers, equipment, or materials), to support or oppose a political campaign. Specifically, prohibited activities include:

- Political campaign activities during working hours.
- Political campaign activities on District premises.
- Solicitation of campaign contributions from other employees on District time or premises or using District resources.
- Engaging in political campaign activity while wearing District identification or uniform.
- Using District equipment or supplies to produce political promotional materials.

2.13 COMPENSATION PLAN

The foundation for the District's compensation is based on the following key principles:

- **Pay for Performance**— You earn your compensation. Superior performance may result in consideration for superior compensation.
- **Providing Opportunity**—Career opportunities are made available when possible, further education is encouraged, and compensation levels are competitive.

- **Employees Have a Significant Stake in the District**— Employees have the biggest stake in ensuring the District operates smoothly and efficiently. It is through effective collective performance that the best results are created. District management is looking for superior leadership, behavior, and overall performance.

The District provides equitable compensation for each employee based on the individual's position and performance. Minimum and maximum salary steps have been established for each position. These salary ranges are reviewed by the District using the data from similar agencies in California and may be upgraded triennially for inflation. A cost-of-living increase may be considered by the Board of Directors on an annual basis.

2.13.1 Salaries

For new hires, factors considered in establishing the base salary include education, previous work experience, position, grade level and other relevant factors.

For existing employees, adjustments to your base salary may be considered in connection with a performance appraisal, a promotion, or a significant increase or decrease in job responsibilities, as well as business circumstances and other relevant factors.

2.13.2 Compensation Review and Merit Increase

Merit increases, if any, are given based on performance and in accord with current business circumstances of the District. There are no automatic pay increases at the time of performance appraisal, or any other time.

NON-CUMULATIVE MERIT AWARD

A Non-Cumulative Merit Award pay structure provides an incentive for employees on their top step, or for those that have frozen wage levels, to continue to perform above expectations. Employees who have been at the uppermost step of the range for their position for at least one year, and employees with frozen wage levels, may be considered for this Award.

A Non-Cumulative Merit Award recommendation requires approval of the Supervisor, Department Head, Assistant General Manager, and General Manager. The Non-Cumulative Merit Award may be provided in an amount up to 2.5% of the employee's current annual compensation.



COMMITTEE MEMORANDUM

DATE: March 30, 2026
TO: PERSONNEL COMMITTEE
FROM: Human Resources Director Garcia
VIA: General Manager LaMoreaux
RE: *CONSIDERATION ON A RECOMMENDATION TO APPROVE AN INCREASE TO STANDBY PAY UNDER SECTION 3.10.1 OF THE EMPLOYEE HANDBOOK AND TO AUTHORIZE RELATED BUDGET ADJUSTMENTS. (\$25,000.00 – NOT-TO-EXCEED – NON-BUDGETED – HUMAN RESOURCES DIRECTOR GARCIA)*

Recommendation:

Staff recommends that the Personnel Committee support full Board approval of the proposed increase to the District's Standby Pay rates as outlined below and authorize related budget adjustments to ensure compensation remains equitable, competitive, and aligned with operational demand.

Alternative Options:

The Committee may elect to maintain the current Standby Pay structure with no changes.

Impact of Taking No Action:

If no action is taken, Standby Pay rates will remain unchanged, which may impact the District's ability to equitably compensate employees required to remain available outside of normal work hours.

Background:

Certain District positions require employees to be placed on standby to respond to operational or emergency needs outside of regular working hours. Standby Pay compensates employees for the requirement to remain available and ready to report to duty as needed.

Staff has reviewed the existing Standby Pay rates and conducted a comparative analysis of standby pay practices among other districts. Based on this analysis, staff recommends adjustments to ensure competitive compensation.

The revised standby pay rates would take effect on April 13, 2026, upon Board approval.

Budget:

The revised Standby pay rates are anticipated to result in an estimated increase in annual cost for the current year of \$19,590.00, which will be absorbed within the existing Administration — Salaries (On-Call/Standby) budget. Following is a detailed breakdown of the cost impact:

Assumptions:

- Two (2) employees assigned to standby coverage at all times
- Effective date of change: **April 13, 2026**
- Approximately **263 days remaining** in the calendar year

Standby Pay Rates

	Weekday Rate	Weekend Rate
Current Rate	\$55	\$80
Proposed Rate	\$90	\$120

Current Cost

Category	Days	Cost
Holidays remaining	9	\$720.00
Weekdays remaining	145	\$7,975.00
Weekends (Friday–Sunday)	109	\$8,720.00
Total per employee		\$17,415.00
Total for two (2) employees		\$34,830.00

Proposed Cost

Category	Days	Cost
Holidays remaining	9	\$1,080.00
Weekdays remaining	145	\$13,050.00
Weekends (Friday–Sunday)	109	\$13,080.00
Total per employee		\$27,210.00
Total for two (2) employees		\$54,420.00

Supporting Documents:

- Standby Pay Comparison Analysis

STANDBY PAY COMPARISON

Agency	Standby Policy	Standby calculation weekday	Standby calculation weekends
Palmdale Water District	\$55 on weekdays/\$80 on weekends & holidays	\$55.00	\$80.00
Cucamonga Valley Water District	\$90 on weekdays and \$105 for each flex day off, Saturday, Sunday and District observed holiday on standby	\$90.00	\$105.00
Las Virgenes Municipal Water District -9/80 schedule	Employees available for call-out while on Standby will be compensated at the rate of \$5.00 per hour for all hours except those hours compensated as work hours. Standby Time covers all of the hours daily, which are not part of the regularly scheduled workday for the facility or function to which the employee is assigned standby.	\$45.00	
Yorba Linda Water District	Monday -Thursday: \$50.00. District recognized holidays or Friday-Sunday: \$75	\$50.00	\$75.00
Olivenhain Municipal Water District-	1.5 hours per day at hourly rate ; 2 hours on 7th consecutive day. Minimum rate is \$25/day, if actual hourly pay rate is less than minimum.All non exempt positions in the following Operations and Customer Services (CS) department divisions: Construction, Systems Operations, Systems Maintenance, IT (Instrument Control Technicians only), Waste Water, Water Treatment, and CS-Meters Field Services Technicians require the ability to take duty working after hours, evenings, weekends and holidays.	\$52.00	
Western Municipal Water District	Employees shall be paid three (3) hours for each day at straight time rates for call time	unable to calculate daily rate	
Santa Clarita Valley Water	<p>Weekday On-Call Compensation</p> <p>Employees serving on-call duty on weekdays will receive a minimum of two hours of overtime pay each weekday, regardless of the work performed responding to calls.</p> <p>11.2 Weekend and Holiday On-Call Compensation</p> <p>In addition to overtime for time worked, employees assigned to on-call duty will be paid at a flat rate each weekend scheduled day off and any paid holidays while on-call.</p>		\$205.00
	On Call Pay	\$205.00 per day	
Desert Water Agency	Weekdays they get one hour of straight pay per day for being on call. They are required to report to work within 45 minutes of being called. If called in they get a minimum of 2 hours at the overtime rate. Weekends and holidays they get 4 hours of straight pay per day for being on call and if called in they get a minimum of 2 hours at the overtime rate.	unable to calculate daily rate	
Eastern Municipal Water District-9/80 schedule	7.96 per hour and 15.92 per hour on holidays	\$71.64	\$143.28
Mesa Consolidated Water District	\$490/week, \$70/day, \$100 for recognized district holidays (see rules and regulations pg 27)	\$70.00	\$100.00
Rancho California Water District	For our standby employees, they are compensated at the rate of \$90.00 a day for each weekday of standby and \$105.00 a day for each flex day off, Saturday, Sunday, and District-observed holiday on standby. Employees assigned to standby will be granted a minimum of two (2) hours of overtime at one and one-half (1.5) times the regular rate of pay, for every callout or onsite incident except when such callout or onsite incident occurs less than two (2) hours before an employee's regular work shift. If the callout or onsite incident occurs less than two (2) hours before an employee's regular work shift, the employee shall be paid overtime at the rate of one and one-half (1.5) times the employee's regular rate of pay for the time the employee actually worked prior to the start time of his or her regular shift.	\$90.00	\$105.00
Walnut Valley Water District	\$70-Monday-Thursday and \$90 Fridays, weekends and holidays or be provided with the full-time non-personal use of a District verhicle.	\$70.00	\$90.00
Padre Dam Municipal Water District	Our Standby/On Call pay is \$44.98 per day to hold the phone.	\$44.98	



COMMITTEE MEMORANDUM

DATE: March 30, 2026
TO: PERSONNEL COMMITTEE
FROM: Human Resources Director Garcia
VIA: General Manager LaMoreaux
RE: ***CONSIDERATION ON A RECOMMENDATION TO EXPAND THE CURRENT SALARY RANGE STRUCTURE FROM NINE STEPS TO TWELVE STEPS. (NO BUDGET IMPACT – HUMAN RESOURCES DIRECTOR GARCIA)***

Recommendation:

Staff recommends that the Personnel Committee support full Board approval to expand the District's salary range structure from nine to twelve steps, increasing the salary bandwidth and strengthening overall compensation competitiveness.

Alternative Options:

The Committee may choose not to approve the proposed salary range increase, in which case the District will retain its current, narrower salary structure.

Impact of Taking No Action:

If no action is taken, the District will continue to operate with a relatively limited salary range spread that would impact employee progression within ranges and place the District at a competitive disadvantage in retention when compared to peer agencies.

Background:

As part of an ongoing compensation and market alignment review, staff analyzed the District's salary range bandwidth compared to 12 comparable water agencies.

Current District Structure

Palmdale Water District's current salary range bandwidth is 21.9%, which is more compressed than many peer agencies and limits long-term progression within a classification.

Market Comparison

The average salary bandwidth among comparable agencies is 31.9%, with several maintaining substantially wider ranges, including Western Municipal Water District (~42.1%), Olivenhain Municipal Water District (~40.0%), Padre Dam Municipal Water District (~41.4%), and Las Virgenes Municipal Water District (~37.1%). The analysis shows the District's current bandwidth falls well below the market average.

March 30, 2026

Proposed Adjustment

Staff proposes expanding the District's bandwidth by adding three steps to existing ranges at a consistent 2.5% progression rate, increasing steps from nine to twelve. This adjustment would expand the total bandwidth to approximately 31.2%, aligning the District more closely with peer agencies while improving internal progression, performance recognition, and market competitiveness.

Strategic Plan Initiative/Mission Statement:

This item is under Strategic Initiative No. 2 – Organizational Excellence.

This item directly relates to the District's Mission Statement.

Budget:

This item has no budget impact.

Supporting Documents:

- Bandwidth Spread Analysis (Comparative Market Data)
- Salary Range Modeling Worksheets

Bandwidth Analysis

Districts	Bandwidth Percentage
Palmdale Water District -Current	21.9%
Cucamonga Valley Water District	30.0%
Las Virgenes Municipal Water District	37.1%
Yorba Linda Water District	28.0%
Olivenhain Municipal Water District	40.0%
Western Municipal Water District	42.1%
Santa Clarita Valley Water	21.8%
Desert Water Agency	21.7%
Eastern Municipal Water District	24.6%
Mesa Consolidated Water District	37.9%
Rancho California Water District	20.0%
Walnut Valley Water District	37.9%
Padre Dam Municipal Water District	41.4%
Average	31.9%
Palmdale Water District +3 Steps	31.2%

Palmdale Water District's Hourly Scale with the additional 3 step proposal

+3 steps to the range, each at 2.5%

RANGE										Additions		
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
19	\$29.64	\$30.38	\$31.14	\$31.92	\$32.72	\$33.54	\$34.38	\$35.24	\$36.12	\$37.02	\$37.95	\$38.90
20	\$31.14	\$31.92	\$32.72	\$33.54	\$34.38	\$35.24	\$36.12	\$37.02	\$37.95	\$38.90	\$39.87	\$40.87
21	\$32.72	\$33.54	\$34.38	\$35.24	\$36.12	\$37.02	\$37.95	\$38.90	\$39.87	\$40.87	\$41.89	\$42.94
22	\$34.38	\$35.24	\$36.12	\$37.02	\$37.95	\$38.90	\$39.87	\$40.87	\$41.89	\$42.94	\$44.01	\$45.11
23	\$36.12	\$37.02	\$37.95	\$38.90	\$39.87	\$40.87	\$41.89	\$42.94	\$44.01	\$45.11	\$46.24	\$47.40
24	\$37.95	\$38.90	\$39.87	\$40.87	\$41.89	\$42.94	\$44.01	\$45.11	\$46.24	\$47.40	\$48.59	\$49.80
25	\$39.87	\$40.87	\$41.89	\$42.94	\$44.01	\$45.11	\$46.24	\$47.40	\$48.59	\$49.80	\$51.05	\$52.33
26	\$41.89	\$42.94	\$44.01	\$45.11	\$46.24	\$47.40	\$48.59	\$49.80	\$51.05	\$52.33	\$53.64	\$54.98
27	\$44.01	\$45.11	\$46.24	\$47.40	\$48.59	\$49.80	\$51.05	\$52.33	\$53.64	\$54.98	\$56.35	\$57.76
28	\$46.24	\$47.40	\$48.59	\$49.80	\$51.05	\$52.33	\$53.64	\$54.98	\$56.35	\$57.76	\$59.20	\$60.68
29	\$48.59	\$49.80	\$51.05	\$52.33	\$53.64	\$54.98	\$56.35	\$57.76	\$59.20	\$60.68	\$62.20	\$63.76
30	\$51.05	\$52.33	\$53.64	\$54.98	\$56.35	\$57.76	\$59.20	\$60.68	\$62.20	\$63.76	\$65.35	\$66.98
31	\$53.64	\$54.98	\$56.35	\$57.76	\$59.20	\$60.68	\$62.20	\$63.76	\$65.35	\$66.98	\$68.65	\$70.37
32	\$56.35	\$57.76	\$59.20	\$60.68	\$62.20	\$63.76	\$65.35	\$66.98	\$68.65	\$70.37	\$72.13	\$73.93
33	\$59.20	\$60.68	\$62.20	\$63.76	\$65.35	\$66.98	\$68.65	\$70.37	\$72.13	\$73.93	\$75.78	\$77.67
34	\$62.20	\$63.76	\$65.35	\$66.98	\$68.65	\$70.37	\$72.13	\$73.93	\$75.78	\$77.67	\$79.61	\$81.60
35	\$65.35	\$66.98	\$68.65	\$70.37	\$72.13	\$73.93	\$75.78	\$77.67	\$79.61	\$81.60	\$83.64	\$85.73
36	\$68.65	\$70.37	\$72.13	\$73.93	\$75.78	\$77.67	\$79.61	\$81.60	\$83.64	\$85.73	\$87.87	\$90.07
37	\$72.13	\$73.93	\$75.78	\$77.67	\$79.61	\$81.60	\$83.64	\$85.73	\$87.87	\$90.07	\$92.32	\$94.63
38	\$75.78	\$77.67	\$79.61	\$81.60	\$83.64	\$85.73	\$87.87	\$90.07	\$92.32	\$94.63	\$97.00	\$99.43
39	\$79.61	\$81.60	\$83.64	\$85.73	\$87.87	\$90.07	\$92.32	\$94.63	\$97.00	\$99.43	\$101.92	\$104.47
40	\$83.64	\$85.73	\$87.87	\$90.07	\$92.32	\$94.63	\$97.00	\$99.43	\$101.92	\$104.47	\$107.08	\$109.76
41	\$87.87	\$90.07	\$92.32	\$94.63	\$97.00	\$99.43	\$101.92	\$104.47	\$107.08	\$109.76	\$112.50	\$115.31
42	\$92.32	\$94.63	\$97.00	\$99.43	\$101.92	\$104.47	\$107.08	\$109.76	\$112.50	\$115.31	\$118.19	\$121.14
43	\$97.00	\$99.43	\$101.92	\$104.47	\$107.08	\$109.76	\$112.50	\$115.31	\$118.19	\$121.14	\$124.17	\$127.27
44	\$101.92	\$104.47	\$107.08	\$109.76	\$112.50	\$115.31	\$118.19	\$121.14	\$124.17	\$127.27	\$130.45	\$133.71
45	\$107.08	\$109.76	\$112.50	\$115.31	\$118.19	\$121.14	\$124.17	\$127.27	\$130.45	\$133.71	\$137.05	\$140.48
46	\$112.50	\$115.31	\$118.19	\$121.14	\$124.17	\$127.27	\$130.45	\$133.71	\$137.05	\$140.48	\$143.99	\$147.59
47	\$118.19	\$121.14	\$124.17	\$127.27	\$130.45	\$133.71	\$137.05	\$140.48	\$143.99	\$147.59	\$151.28	\$155.06
48	\$124.17	\$127.27	\$130.45	\$133.71	\$137.05	\$140.48	\$143.99	\$147.59	\$151.28	\$155.06	\$158.94	\$162.91
49	\$130.45	\$133.71	\$137.05	\$140.48	\$143.99	\$147.59	\$151.28	\$155.06	\$158.94	\$162.91	\$166.98	\$171.15
50	\$137.05	\$140.48	\$143.99	\$147.59	\$151.28	\$155.06	\$158.94	\$162.91	\$166.98	\$171.15	\$175.43	\$179.82
51	\$143.99	\$147.59	\$151.28	\$155.06	\$158.94	\$162.91	\$166.98	\$171.15	\$175.43	\$179.82	\$184.32	\$188.93
52	\$151.28	\$155.06	\$158.94	\$162.91	\$166.98	\$171.15	\$175.43	\$179.82	\$184.32	\$188.93	\$193.65	\$198.49
53	\$158.94	\$162.91	\$166.98	\$171.15	\$175.43	\$179.82	\$184.32	\$188.93	\$193.65	\$198.49	\$203.45	\$208.54
54	\$166.98	\$171.15	\$175.43	\$179.82	\$184.32	\$188.93	\$193.65	\$198.49	\$203.45	\$208.54	\$213.75	\$219.09
55	\$175.43	\$179.82	\$184.32	\$188.93	\$193.65	\$198.49	\$203.45	\$208.54	\$213.75	\$219.09	\$224.57	\$230.18

Palmdale Water District's Monthly Scale with the additional 3 step proposal

+3 steps to the range, each at 2.5%

RANGE										Additions		
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
19	\$5,137.60	\$5,265.87	\$5,397.60	\$5,532.80	\$5,671.47	\$5,813.60	\$5,959.20	\$6,108.27	\$6,260.80	\$6,416.80	\$6,578.00	\$6,742.67
20	\$5,397.60	\$5,532.80	\$5,671.47	\$5,813.60	\$5,959.20	\$6,108.27	\$6,260.80	\$6,416.80	\$6,578.00	\$6,742.67	\$6,910.80	\$7,084.13
21	\$5,671.47	\$5,813.60	\$5,959.20	\$6,108.27	\$6,260.80	\$6,416.80	\$6,578.00	\$6,742.67	\$6,910.80	\$7,084.13	\$7,260.93	\$7,442.93
22	\$5,959.20	\$6,108.27	\$6,260.80	\$6,416.80	\$6,578.00	\$6,742.67	\$6,910.80	\$7,084.13	\$7,260.93	\$7,442.93	\$7,628.40	\$7,819.07
23	\$6,260.80	\$6,416.80	\$6,578.00	\$6,742.67	\$6,910.80	\$7,084.13	\$7,260.93	\$7,442.93	\$7,628.40	\$7,819.07	\$8,014.93	\$8,216.00
24	\$6,578.00	\$6,742.67	\$6,910.80	\$7,084.13	\$7,260.93	\$7,442.93	\$7,628.40	\$7,819.07	\$8,014.93	\$8,216.00	\$8,422.27	\$8,632.00
25	\$6,910.80	\$7,084.13	\$7,260.93	\$7,442.93	\$7,628.40	\$7,819.07	\$8,014.93	\$8,216.00	\$8,422.27	\$8,632.00	\$8,848.67	\$9,070.53
26	\$7,260.93	\$7,442.93	\$7,628.40	\$7,819.07	\$8,014.93	\$8,216.00	\$8,422.27	\$8,632.00	\$8,848.67	\$9,070.53	\$9,297.60	\$9,529.87
27	\$7,628.40	\$7,819.07	\$8,014.93	\$8,216.00	\$8,422.27	\$8,632.00	\$8,848.67	\$9,070.53	\$9,297.60	\$9,529.87	\$9,767.33	\$10,011.73
28	\$8,014.93	\$8,216.00	\$8,422.27	\$8,632.00	\$8,848.67	\$9,070.53	\$9,297.60	\$9,529.87	\$9,767.33	\$10,011.73	\$10,261.33	\$10,517.87
29	\$8,422.27	\$8,632.00	\$8,848.67	\$9,070.53	\$9,297.60	\$9,529.87	\$9,767.33	\$10,011.73	\$10,261.33	\$10,517.87	\$10,781.33	\$11,051.73
30	\$8,848.67	\$9,070.53	\$9,297.60	\$9,529.87	\$9,767.33	\$10,011.73	\$10,261.33	\$10,517.87	\$10,781.33	\$11,051.73	\$11,327.33	\$11,609.87
31	\$9,297.60	\$9,529.87	\$9,767.33	\$10,011.73	\$10,261.33	\$10,517.87	\$10,781.33	\$11,051.73	\$11,327.33	\$11,609.87	\$11,899.33	\$12,197.47
32	\$9,767.33	\$10,011.73	\$10,261.33	\$10,517.87	\$10,781.33	\$11,051.73	\$11,327.33	\$11,609.87	\$11,899.33	\$12,197.47	\$12,502.53	\$12,814.53
33	\$10,261.33	\$10,517.87	\$10,781.33	\$11,051.73	\$11,327.33	\$11,609.87	\$11,899.33	\$12,197.47	\$12,502.53	\$12,814.53	\$13,135.20	\$13,462.80
34	\$10,781.33	\$11,051.73	\$11,327.33	\$11,609.87	\$11,899.33	\$12,197.47	\$12,502.53	\$12,814.53	\$13,135.20	\$13,462.80	\$13,799.07	\$14,144.00
35	\$11,327.33	\$11,609.87	\$11,899.33	\$12,197.47	\$12,502.53	\$12,814.53	\$13,135.20	\$13,462.80	\$13,799.07	\$14,144.00	\$14,497.60	\$14,859.87
36	\$11,899.33	\$12,197.47	\$12,502.53	\$12,814.53	\$13,135.20	\$13,462.80	\$13,799.07	\$14,144.00	\$14,497.60	\$14,859.87	\$15,230.80	\$15,612.13
37	\$12,502.53	\$12,814.53	\$13,135.20	\$13,462.80	\$13,799.07	\$14,144.00	\$14,497.60	\$14,859.87	\$15,230.80	\$15,612.13	\$16,002.13	\$16,402.53
38	\$13,135.20	\$13,462.80	\$13,799.07	\$14,144.00	\$14,497.60	\$14,859.87	\$15,230.80	\$15,612.13	\$16,002.13	\$16,402.53	\$16,813.33	\$17,234.53
39	\$13,799.07	\$14,144.00	\$14,497.60	\$14,859.87	\$15,230.80	\$15,612.13	\$16,002.13	\$16,402.53	\$16,813.33	\$17,234.53	\$17,666.13	\$18,108.13
40	\$14,497.60	\$14,859.87	\$15,230.80	\$15,612.13	\$16,002.13	\$16,402.53	\$16,813.33	\$17,234.53	\$17,666.13	\$18,108.13	\$18,560.53	\$19,025.07
41	\$15,230.80	\$15,612.13	\$16,002.13	\$16,402.53	\$16,813.33	\$17,234.53	\$17,666.13	\$18,108.13	\$18,560.53	\$19,025.07	\$19,500.00	\$19,987.07
42	\$16,002.13	\$16,402.53	\$16,813.33	\$17,234.53	\$17,666.13	\$18,108.13	\$18,560.53	\$19,025.07	\$19,500.00	\$19,987.07	\$20,486.27	\$20,997.60
43	\$16,813.33	\$17,234.53	\$17,666.13	\$18,108.13	\$18,560.53	\$19,025.07	\$19,500.00	\$19,987.07	\$20,486.27	\$20,997.60	\$21,522.80	\$22,060.13
44	\$17,666.13	\$18,108.13	\$18,560.53	\$19,025.07	\$19,500.00	\$19,987.07	\$20,486.27	\$20,997.60	\$21,522.80	\$22,060.13	\$22,611.33	\$23,176.40
45	\$18,560.53	\$19,025.07	\$19,500.00	\$19,987.07	\$20,486.27	\$20,997.60	\$21,522.80	\$22,060.13	\$22,611.33	\$23,176.40	\$23,755.33	\$24,349.87
46	\$19,500.00	\$19,987.07	\$20,486.27	\$20,997.60	\$21,522.80	\$22,060.13	\$22,611.33	\$23,176.40	\$23,755.33	\$24,349.87	\$24,958.27	\$25,582.27
47	\$20,486.27	\$20,997.60	\$21,522.80	\$22,060.13	\$22,611.33	\$23,176.40	\$23,755.33	\$24,349.87	\$24,958.27	\$25,582.27	\$26,221.87	\$26,877.07
48	\$21,522.80	\$22,060.13	\$22,611.33	\$23,176.40	\$23,755.33	\$24,349.87	\$24,958.27	\$25,582.27	\$26,221.87	\$26,877.07	\$27,549.60	\$28,237.73
49	\$22,611.33	\$23,176.40	\$23,755.33	\$24,349.87	\$24,958.27	\$25,582.27	\$26,221.87	\$26,877.07	\$27,549.60	\$28,237.73	\$28,943.20	\$29,666.00
50	\$23,755.33	\$24,349.87	\$24,958.27	\$25,582.27	\$26,221.87	\$26,877.07	\$27,549.60	\$28,237.73	\$28,943.20	\$29,666.00	\$30,407.87	\$31,168.80
51	\$24,958.27	\$25,582.27	\$26,221.87	\$26,877.07	\$27,549.60	\$28,237.73	\$28,943.20	\$29,666.00	\$30,407.87	\$31,168.80	\$31,948.80	\$32,747.87
52	\$26,221.87	\$26,877.07	\$27,549.60	\$28,237.73	\$28,943.20	\$29,666.00	\$30,407.87	\$31,168.80	\$31,948.80	\$32,747.87	\$33,566.00	\$34,404.93
53	\$27,549.60	\$28,237.73	\$28,943.20	\$29,666.00	\$30,407.87	\$31,168.80	\$31,948.80	\$32,747.87	\$33,566.00	\$34,404.93	\$35,264.67	\$36,146.93
54	\$28,943.20	\$29,666.00	\$30,407.87	\$31,168.80	\$31,948.80	\$32,747.87	\$33,566.00	\$34,404.93	\$35,264.67	\$36,146.93	\$37,050.00	\$37,975.60
55	\$30,407.87	\$31,168.80	\$31,948.80	\$32,747.87	\$33,566.00	\$34,404.93	\$35,264.67	\$36,146.93	\$37,050.00	\$37,975.60	\$38,925.47	\$39,897.87