



# Agenda

## San Miguel Community Services District

### Organization & Personnel Committee Special Meeting

FRIDAY, APRIL 14, 2017 9:30 A.M.

SMCSD Boardroom 1150 Mission St. San Miguel, CA 93451

**Cell Phones:** As a courtesy to others, please silence your cell phone or pager during the meeting and engage in conversations outside the Boardroom.

**Americans with Disabilities Act:** If you need special assistance to participate in this meeting, please contact the CSD Clerk at (805) 467-3388. Notification 48 hours in advance will enable the CSD to make reasonable arrangements to ensure accessibility to this meeting. Assisted listening devices are available for the hearing impaired.

**Public Comment: When public attendance is over ten (10) persons, the following policies will go into effect:** Any person wishing to address the Board or Standing Committee, please complete a "Request to Speak" form located at the podium in the boardroom in order to address the Board of Directors on any agenda item. Comments are limited to three minutes, unless you have registered your organization with CSD Clerk prior to the meeting.

**If you wish to speak on an item not on the agenda,** you may do so under "Oral Communications." Any member of the public may address the Board of Directors on items on the Consent Calendar. Please complete a "Request to Speak" form as noted above and indicate which item number you wish to address.

**Meeting Schedule:** Regular Board of Director meetings are generally held on the fourth Thursday of each month at 7:00 P.M in the CSD boardroom. Agendas are posted on the CSD's website at: [www.sanmiguelcsd.org](http://www.sanmiguelcsd.org)

**Agendas:** Agenda packets are available for the public inspection 72 hours prior to the scheduled meeting at the Counter/ San Miguel CSD, Fire Station located at 1150 Mission St., San Miguel, during normal business hours. Any agenda-related writings or documents provided to a majority of the Board of Directors after distribution of the agenda packet are available for public inspection at the same time at the counter/ San Miguel CSD, Fire Station located at 1150 Mission St., San Miguel, Ca during normal business hours.

- I. Call to Order- 9:30 AM
- II. Pledge of Allegiance Director \_\_\_\_\_
- III. Roll Call: Members Present: Director \_\_\_\_\_ Director \_\_\_\_\_

**IV. Oral and Written Communications:**

Persons wishing to speak on a matter **not on the agenda** may be heard now; however, no action will be taken until placed on a future agenda. Speakers are limited to three minutes. Please complete a “Request to Speak” form and place in basket provided.

**V. AGENDA ITEMS:**

- 1. **Review and Discussion of Proposed Adoption of Utility Billing Late Fees and Collection Procedures**

**Staff Recommendation:** Review and make recommendations to the Board of Directors regarding adoption of revised utility billing late fees and collection procedures.

M \_\_\_\_\_ S \_\_\_\_\_

- 2. **Review and Discussion of General Manager’s Report of District Service-Related Contractual Agreements.**

**Staff Recommendation:** Review and Discuss proposed changes to existing service related contractual agreements.

M \_\_\_\_\_ S \_\_\_\_\_

- 3. **Review and Discussion of General Manager’s Report on Surrounding Agency Compensation levels—Utility Services.**

**Staff Recommendation:** Review and Discuss General Manager’s Report and give direction.

**VI. COMMITTEE COMMENTS:**

**VII.**

This section is intended as an opportunity for Committee members to make brief announcements, request information from staff, request future agenda item(s) and/or report on their own activities related to District business. No action is to be taken until an item is placed on a future agenda.

- VII. ADJOURNMENT Time: \_\_\_\_\_**

**ATTEST:**

STATE OF CALIFORNIA            )  
COUNTY OF SAN LUIS OBISPO   ) ss.  
COMMUNITY OF SAN MIGUEL    )

**I, Darrell Gentry, General Manager of San Miguel Community Services District, hereby certify that I caused the posting of this agenda at the SMCSO office on April 12, 2017.**

**Date: April 12, 2017**

*Darrell Gentry*

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**Darrell Gentry,  
General Manager**

**Next O & P Committee Meeting to be determined by Committee.**



# San Miguel Community Services District Organization & Personnel Committee

## Staff Report

April 14, 2017

AGENDA ITEM: V. 1

**SUBJECT: Utility Billing, Late Fee, Appeal, and Collections Policy**

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### **STAFF RECOMMENDATION:**

Discuss changes and recommend approval to the Board for adopting the San Miguel utility billing, late fee, appeal, and collections policy.

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### **BACKGROUND:**

The San Miguel Community Services District (the “District”) currently lacks a utility bill appeal procedure.

### **Committee Comments and Input:**

O & P Committee, at its March 24<sup>th</sup> meeting, asked for additional information and suggested changes to the proposed policy. Committee asked to include some parameters for relief due to catastrophic events, such as fire, mold or similar medical diagnosis, seasonal adjustments due to extended periods of vacation or medical conditions or treatment requiring an absence from residence and/or conditions of uninhabitable residence conditions.

Committee also asked that the deposits for tenants and property owners be increased to \$200.00 and to shorten the 10-day period for current bill payment to be shortened to 5 days. Committee also asked that such deposits be separated in accounting for purpose of paying deposit refunds without affecting other

### **Proposed Amendments:**

#### **Account Deposits:**

For all new accounts opened after the effective date of this policy adoption shall be subject to a deposit payment of \$200.00. All deposits received shall be accounted for by a separate revenue and expense accounts to maintain accuracy in funds received and available for deposit refunds as may be needed.

#### **Billing Process:**

The policy codifies the District’s existing late fee schedule. The District typically sends bills out on the 15<sup>th</sup> of each month with the outstanding balance due on the 10<sup>th</sup> of the subsequent month.

Under the proposed policy, customers must remit payment by the day indicated on their utility bill or they will be subject to fines. The District will add a ten percent (10%) late fee if a customer's account has any remaining balance on the date indicated by the bill.

For example, a customer fails to pay their fifty-dollar (\$50) water bill, due February 10, 2017. The District will charge a five dollar (\$5) late fee, and the customer must pay fifty-five (\$55) for the account to become current. The customer then accrues another fifty dollars (\$50) in water usage, and must pay \$105 by March 10, 2017. If he or she fails to make a payment by the deadline, the District will assess a second late penalty at ten percent (10%) and the customer would owe \$115.50.

### **Appeal Process:**

The policy establishes a formal appeals process for customers to dispute any utility charge, first with the General Manager and then with the Board of Directors. A customer, to dispute a bill, must first file a request for relief with the General Manager. The request must present evidence of why relief should be granted. The General Manager may grant the request in full or in part or deny the request.

### **Special Conditions Relief:**

General Manager may also grant an appeal relief due to any one or more conditions that may due to:

- a) catastrophic events, such as fire, mold or similar medical diagnosis,
- b) seasonal adjustments due to extended periods of vacation or medical conditions or treatment requiring an absence from residence and/or
- c) conditions of uninhabitable residence conditions that may result from property damage, building or fire code notice of non-occupancy or uninhabitable conditions.

If the customer remains unsatisfied with the General Manager's final decision, the customer may file a Notice of Appeal with the General Manager. Within fifteen (15) days of receiving the Notice of Appeal, the General Manager must notify the appellant of the time and place set for the hearing in front of the Board of Directors. The customer may present evidence to the Board of Directors at the hearing demonstrating why the bill is inaccurate or improper. The Board of Directors may deny the appeal or revise the amount owed; however, the Board of Directors must make findings on the record justifying any reduction of the total amount owed by the customer.

Alternatively, the Board of Directors may refuse to hear the customer's appeal, and instead have the appeal heard by a neutral arbitrator. If the Board of Directors sends the appeal to arbitration, the cost of the arbitration will be split evenly between the District and the customer.

### **Termination of Service:**

The policy also codifies the District's procedure for terminating services in the event of nonpayment. The District will commence the termination process when a water account remains delinquent for thirty (30) days. The process for terminating water service includes a 10-day notice of termination and a subsequent forty-eight (48) hour notice. If a customer ignores both notices, and their account remains delinquent, then the District will terminate water service. The proposed

policy also authorizes the Board of Directors to adopt a disconnection and reconnection fee by resolution.

**Collection through County Tax Roll:**

Pursuant to Government Code section 61115, the District may collect unpaid utility charges through the tax bills of affected parcels of real property. The policy provides the procedure for the District to collect unpaid utility bills in this manner. First, the General Manager must prepare and submit a report to the Board of Directors that describes the amount of charges and delinquencies for each affected parcel in a year. The Board of Directors will then conduct a public hearing on the report and consider objections and protests. The Board of Directors may adjust the charges and penalties prior to adopting the final report. The General Manager will then submit the final report to the county on or before August 10 of each year, and the delinquent charges will become assessment against each affected parcel and collected in the same manner as property taxes.

**Staff Recommendation:**

Staff recommends the Committee make a recommendation to the Board to approve adoption of a Utility Billing, Late Fee, Appeal, and Collections Policy as amended.

PREPARED BY:

*Darrell W. Gentry*

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General Manager



# San Miguel Community Services District Organization & Personnel Committee

## Staff Report

April 14, 2017

AGENDA ITEM: V. 2

**SUBJECT: Review and Discussion of District Service-Related Contractual Agreements**

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### **STAFF RECOMMENDATION:**

Review and Discuss proposed changes to existing service related contractual agreements for Fire and Utility Services.

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### **BACKGROUND:**

In November, 2016 and December Board meetings, there was “a global review” of service-related contractual agreements. The resulting outcome of Board discussion was to bring back additional information regarding changes in District Engineering services and to generally outline steps forward for changing audit services, strengthening utility services, fire protection and emergency services, including position changes.

This report is a Part 3 follow-on to previous Committee reports and discussions in December and January.

O & P Committee requested additional analysis for consideration with a focus on accountability and transparency for the individual District operations and personnel. This 3<sup>rd</sup> part discussion is a continuation of those previous discussions to be made prior to making any recommendations to the Board.

Included for discussion is a copy of analysis by the Fire Chief regarding Department personnel needs, especially regarding coverage and future operational needs:

### **Background and Prior Discussion points:**

#### **Fire**

There are two contract agreements for fire protection services, the Fire Chief and Assistant Fire Chief positions. Fire Chief—This position is a 3-year contract agreement was executed by District and Fire Chief in September 2015. Chief is presently in the 2<sup>nd</sup> year of this agreement term. The Board did not direct any changes for this position.

This compensation is paid on a fixed monthly cost basis which is budgeted. Fire Chief position is paid the first of each month. This contract agreement may be terminated, in writing, by either party for cause or no cause.

Assistant Fire Chief Scope of Services—The prior contract agreement was extended in early 2015 along with Fire Chief contract. To date, no new agreement terms have been concluded by both parties. A fixed annual compensation of \$14,850 is paid the first of each month. This contract agreement may be terminated, in writing, by either party for cause or no cause.

There is a time in the organization of any volunteer fire fighting department that an evolution in services and personnel must be examined for an evolutionary step in the organization. particularly in terms of response personnel, improving or strengthen capabilities in incident response, disaster planning/response, emergency medical, fire safety/prevention and long-range management planning.

The Board had directed further evaluation of available options. The available options that can be discussed included: terminating the Assistant Fire Chief position, hiring 1-2 firefighters, full-time or part-time, or contracting for 1-2 firefighter positions from a private firm, like Rural Metro Fire. Contracting with a private firm for some level of firefighting services remains an option for Board discussion and/or decision-making. This approach could be an efficient means to evolve the Department without taking on additional employees and the related costs. This approach remains a viable, feasible alternative, should there be a desire or direction given.

The option of hiring 1-2 persons for the Fire Department would need a full cost analysis that includes salary/wages, insurance coverage costs, retirement and other benefit costs. See Supplemental information below for further information.

#### **Supplemental Information from 4-6-2017 E & F Committee:**

This information was prepared by Fire Chief as a part of discussion on capital equipment needs for 2017-18 budget:

FIRE (Fund 20)

#### **Response staffing**

Fire Department Staffing: Over the past couple months, the fire department has been insufficient in its response to emergencies, failing to respond to calls in December, January and February due to staffing availability. For the department to have an effective response there needs to be a minimum of three responders, one being a company officer. This deficiency is due to several issues.

There are several ways to address these issues. But ultimately it's the Fire Departments responsibility to ensure there is an effective and competent response 24/7 365 days a year.

1. The availability of personnel during the day work hours.

For the past twelve years, the district has had utility personnel in the CSD that were also part of the fire department. They were available to respond during the day for the most part providing a quick and effective response. This is one area I think the fire department and district need to review and come up with a solution that is best for the CSD utility, Fire Department and the Citizens of this community.

2. The lack of qualified individuals in the community that are interested in being members of the department. (No felonies, have a job, have an address in the community). Actively recruit with flyers in utility billing and post banners expressing the need for volunteers.

3. Address members living to far outside the area to provide an effective response. Another area that needs to be addressed is the current members of the department that are not meeting the minimum response standards.

4. The number of calls, 278 for 2016. Are becoming to frequent for the volunteers to respond regularly.

### **Recommended**

Fire Department needs to ensure the response by providing a minimum of two 24-hour coverage personnel. Reserve fire personnel typically get payed a flat rate for a specific amount of time of coverage. For instance:

1 shift consists of 12 hours of coverage

Firefighter \$120 /Company Officer \$130, for 12-hours of coverage + Stipend pay for each call  
Firefighter \$240 / Company Officers \$260 for 24-hour coverage + Stipend pay for each call

This could be done at a cost of \$15,000 a month, \$180,000 annually just for the coverage. This is one of the most cost effective ways to ensure the coverage is consistent. Each position would be limited to 960 hours annually and only be considered part time.

This would require a recruitment process, testing and interviewing for the positions. There would have to be 10 reserves for each position to cover the minimum, the cost would always be the same because only two positions would cover a 24-hour period. Each additional person added to the department comes with additional safety equipment cost. If all new protective equipment was needed the potentially the district would be looking at \$114,000 in new equipment. (\$5700 per person x 20 positions = \$114,000). For ongoing operations, Fire Chief will determine the operational work program and identify associated staffing cost and appropriate protective equipment, in conjunction with reviews by General Manager and ultimately the Board of Directors approval of budget requests and capital expenditures.

Another consideration or option could be using elements of the background discussion points and the Fire Chief recommendations for maintaining coverage responsibilities by the Department.

**FISCAL IMPACT:**

There are no costs associated with this review of existing service-related contract agreements.

**ACTION DISCUSSION:**

Staff recommends that the Committee review and discuss with any recommendations, including recommendations for budgeting and/or staffing that may need Board consideration and/or future action.

PREPARED BY:

*Darrell W. Gentry*

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General Manager



# San Miguel Community Services District Organization & Personnel Committee

## Staff Report

April 14, 2017

AGENDA ITEM: V. 3

**SUBJECT: General Manager's Report on Surrounding Agency Compensation Levels—  
Utility Services**

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### **STAFF RECOMMENDATION:**

Discuss report and give direction to General Manager regarding additional research or further information needed prior to recommendation to the Board of Directors being made.

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### **BACKGROUND:**

San Miguel Community Services District (the "District") established a Compensation Schedule in September 2016 when the Personnel Policies were adopted by the Board. This Schedule was developed, in conjunction with this Committee's input. The significant change at that time involved new job classifications and descriptions with a revised 5-step salary schedule based on merit performance and annual performance evaluations.

The issue, now, is the apparent inability to offer competitive pay. This is especially true for the Utility Services Department staffing. As a reminder, in December 2016, the Utility Operator 2 position was vacated due a resignation to accept another employment. The exit interview with that vacating employee indicated that a primary reason was the inability for the District to match competing pay levels offered for similar utility services crew members, especially for certified, qualified water and wastewater operators.

Attached are copies of recent salary surveys done for 2 local agencies plus 1 agency that the new District Engineer is aware of and has provided the agency's information for consideration. It is apparent that SMCS D must discuss more steps and actions needed to be "competitive" to immediately attract certified, qualified personnel, especially for Utility Services Department. A copy of the District current Compensation Schedule is also attached for discussion.

### **Proposed Steps:**

- 1) Complete an update of District's current Compensation Schedule for Utility Services Department using a mid-range or average of the regional schedule available to the District.
- 2) Include any revision in Compensation Schedule into the 2017-18 O & M Budget projections as a part of an operations schedule.

- 3) Complete a review of other District positions and make recommendations to this Committee for discussion and consideration.
- 4) Provide flexibility to GM in compensation that can be tied to a conditional job offer immediately to solve and fill the present certified operator vacancy

**Staff Recommendation:**

Staff recommends the Committee review and discuss the salary information provided and give direction, as may be needed, to GM prior to making any recommendation to the Board.

PREPARED BY:

*Darrell W. Gentry*

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General Manager

Attachments: Heritage Ranch Comparative Salary Study  
So SLO Sanitation District Salary Survey Information  
Santa Ynez District Salary Information  
SMCSD Compensation Schedule



**Heritage Ranch Community Services District  
Results Summary  
March 2016**

Classification Title	Top Monthly Salary Data		Total Monthly Compensation Data	
	Average	Median	Average	Median
Office Assistant I	\$3,885	\$3,988	\$6,186	\$6,385
Office Supervisor	\$6,229	\$5,990	\$9,124	\$8,545
Operations Manager	\$7,803	\$7,813	\$11,262	\$11,592
Treatment Operator II	\$5,135	\$5,234	\$7,854	\$7,812
Treatment Operator III	\$5,816	\$5,831	\$8,685	\$8,730

<b>POSITION</b>	<b>HOURLY RATES</b>											
Operator-In-Training (Vacant)	\$19.85	\$20.35	\$20.86	\$21.38	\$21.92	\$22.46	\$23.03	\$23.60	\$24.19	\$24.80	\$25.42	\$26.05
Maintenance Worker	\$21.27	\$21.80	\$22.35	\$22.91	\$23.48	\$24.07	\$24.67	\$25.29	\$25.92	\$26.57	\$27.23	\$27.91
Operations Technician I (Vacant)	\$25.70	\$26.34	\$27.00	\$27.68	\$28.37	\$29.08	\$29.80	\$30.55	\$31.31	\$32.10	\$32.90	\$33.72
Operations Technician II	\$27.05	\$27.73	\$28.42	\$29.13	\$29.86	\$30.61	\$31.37	\$32.16	\$32.96	\$33.78	\$34.63	\$35.49
Operations Technician III (Vacant)	\$28.40	\$29.12	\$29.84	\$30.59	\$31.35	\$32.14	\$32.94	\$33.76	\$34.61	\$35.47	\$36.36	\$37.27
Water Treatment Plant Operator (Vacant)	\$30.83	\$31.60	\$32.39	\$33.20	\$34.03	\$34.88	\$35.75	\$36.65	\$37.56	\$38.50	\$39.46	\$40.45

**APPENDIX "A" - COMPENSATION STEP SCHEDULE August 30 2016**

CLASSIFICATION	RANGE	Existing	Revised	Existing	Annual	Existing	Annual	BARGAINING UNIT								
		STEP 1	Step 1	STEP 2	STEP 2	STEP 3	STEP 3	STEP 4	STEP 4	STEP 5	STEP 5	at step 1	at step 1	at step 5	at step 5	
<b>Administrative</b>																
Account Clerk 1/Accounting (vacant)	hourly	\$0.00	\$14.99	\$0.00	\$15.74	\$0.00	\$16.53	\$0.00	\$17.35	\$0.00	\$18.22	\$0	\$15,590	\$0	\$18,949	NM-NC
Account Clerk 2/Operations Coordinator	hourly	\$0.00	\$18.22	\$0.00	\$19.13	\$0.00	\$20.09	\$0.00	\$21.09	\$0.00	\$22.15	\$0	\$37,899	\$0	\$46,066	NM-C
Accountant (vacant)	yrly	\$18.00	\$22.15	\$18.90	\$23.25	\$19.85	\$24.42	\$20.25	\$25.64	\$20.66	\$26.92	\$37,440	\$23,033	\$0	\$27,997	M-C
Bookkeeper/Accounting	hourly	\$0.00	\$21.09	\$0.00	\$22.15	\$0.00	\$23.26	\$0.00	\$24.42	\$0.00	\$25.44	\$0.00	\$21,934	\$0.00	\$26,458	NM-C
<b>Utility</b>																
Utility Worker	hourly	\$0.00	\$12.75	0	\$13.39	0	\$14.06	0	\$14.76	0	\$15.50	\$0	\$13,260	\$0	\$16,118	NM_NC
Utility Operator 1	hourly	\$14.00	\$15.50	\$16.00	\$16.27	\$17.50	\$17.09	\$19.00	\$17.94	\$20.50	\$18.84	\$29,120	\$32,235	\$42,640	\$39,182	NM-NC
Utility Operator 2 (new)	hourly	\$0.00	\$17.94	\$0.00	\$18.84	\$0.00	\$19.78	\$0.00	\$20.77	\$0.00	\$21.81	\$0	\$37,316	\$0	\$45,358	NM-NC
Utility Operator 3 (new)	hourly	\$0.00	\$20.77	\$0.00	\$21.81	\$0.00	\$22.90	\$0.00	\$24.04	\$0.00	\$25.24	\$0	\$43,198	\$0	\$52,508	NM-NC
Utility Crew Supervisor	hourly	\$23.00	\$26.51	\$25.25	\$27.83	\$27.50	\$29.22	\$29.75	\$30.68	\$31.25	\$32.22	\$47,840	\$55,133	\$65,000	\$67,015	NM - C
<b>Contractual</b>																
General Manager	(contract)															N/A
Asst Fire Chief	(contract)															N/A
Fire Chief	(contract)															N/A

**NOTES:**

NM-C = Non-Management - Confidential  
 NM-NC = Non-Management - Non Confidential  
 MC = Management - Confidential  
 Step 1 assumes full time hours  
 Step 5 assumes full time hours at 5 years

**Account Clerk -full time --Vacant. (Existing beginning rate=\$14.99, max rate=\$18.22)** with 2% COLA granted 10/22/2015

**Account Clerk 1/Accounting** position is a vacant, new part-time only

**Bookkeeper/Accounting** position is a new title and part-time position at \$19.00. Michelle Farrar --Bookkeeper/Accounting should be at Step 1.

**Account Clerk 2/Operations Coordinator** is new description. Tamara Parent -- from Account Clerk to Account Clerk 2/Operations Coordinator

Utility Operator 1 is new description  
 Utility Operator 2 & 3 positions are new  
 Utility Worker position is new as part-time (temporary now) only. David Tracey -- from Utility Operator to Utility Operator 2