



**AGENDA
REGULAR WORKSHOP OF THE
BOARD OF DIRECTORS**

**WEDNESDAY, DECEMBER 2, 2020
10:00 A.M.**

**INLAND EMPIRE UTILITIES AGENCY*
VIEW THE MEETING LIVE ONLINE AT IEUA.ORG
TELEPHONE ACCESS: (415) 856-9169 / Conf Code: 932 945 127#**

PURSUANT TO THE PROVISIONS OF EXECUTIVE ORDER N-25-20 ISSUED BY GOVERNOR GAVIN NEWSOM ON MARCH 12, 2020, AND EXECUTIVE ORDER N-29-20 ISSUED BY GOVERNOR GAVIN NEWSOM ON MARCH 17, 2020 AND IN AN EFFORT TO PROTECT PUBLIC HEALTH AND PREVENT THE SPREAD OF COVID-19, THERE WILL NO PUBLIC LOCATION FOR ATTENDING IN PERSON.

The public may participate and provide public comment during the meeting by dialing into the number provided above. Alternatively, you may email your public comments to the Board Secretary/Office Manager Denise Garzaro at dgarzaro@ieua.org no later than 24 hours prior to the scheduled meeting time. Your comments will then be read into the record during the meeting.

CALL TO ORDER OF THE INLAND EMPIRE UTILITIES AGENCY BOARD OF DIRECTORS MEETING

FLAG SALUTE

PUBLIC COMMENT

Members of the public may address the Board on any item that is within the jurisdiction of the Board; however, no action may be taken on any item not appearing on the agenda unless the action is otherwise authorized by Subdivision (b) of Section 54954.2 of the Government Code. Those persons wishing to address the Board on any matter, whether or not it appears on the agenda, are requested to email the Board Secretary no later than 24 hours prior to the scheduled meeting time or address the Board during the public comments section of the meeting. Comments will be limited to three minutes per speaker. Thank you.

ADDITIONS TO THE AGENDA

In accordance with Section 54954.2 of the Government Code (Brown Act), additions to the agenda require two-thirds vote of the legislative body, or, if less than two-thirds of the members are present, a unanimous vote of those members present, that there is a need to take immediate action and that the need for action came to the attention of the local agency subsequent to the agenda being posted.

1. **WORKSHOP**
 - A. **AGENCY STAFFING UPDATE**
2. **GENERAL MANAGER'S COMMENTS**
3. **BOARD OF DIRECTORS' REQUESTED FUTURE AGENDA ITEMS**
4. **DIRECTORS' COMMENTS**
5. **ADJOURN**

*A Municipal Water District

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Board Secretary (909) 993-1736, 48 hours prior to the scheduled meeting so that the Agency can make reasonable arrangements.

Declaration of Posting

I, Denise Garzaro, Board Secretary/Office Manager of the Inland Empire Utilities Agency*, A Municipal Water District, hereby certify that a copy of this agenda has been posted by 5:30 p.m. on the Agency's website at www.ieua.org and at the Agency's main office, 6075 Kimball Avenue, Building A, Chino, CA on Wednesday, November 25, 2020.



Denise Garzaro, CMC

**WORKSHOP
ITEM**

1A

Agency Staffing Update

December 2, 2020

Past, Present and Future: A Story of IEUA Staffing

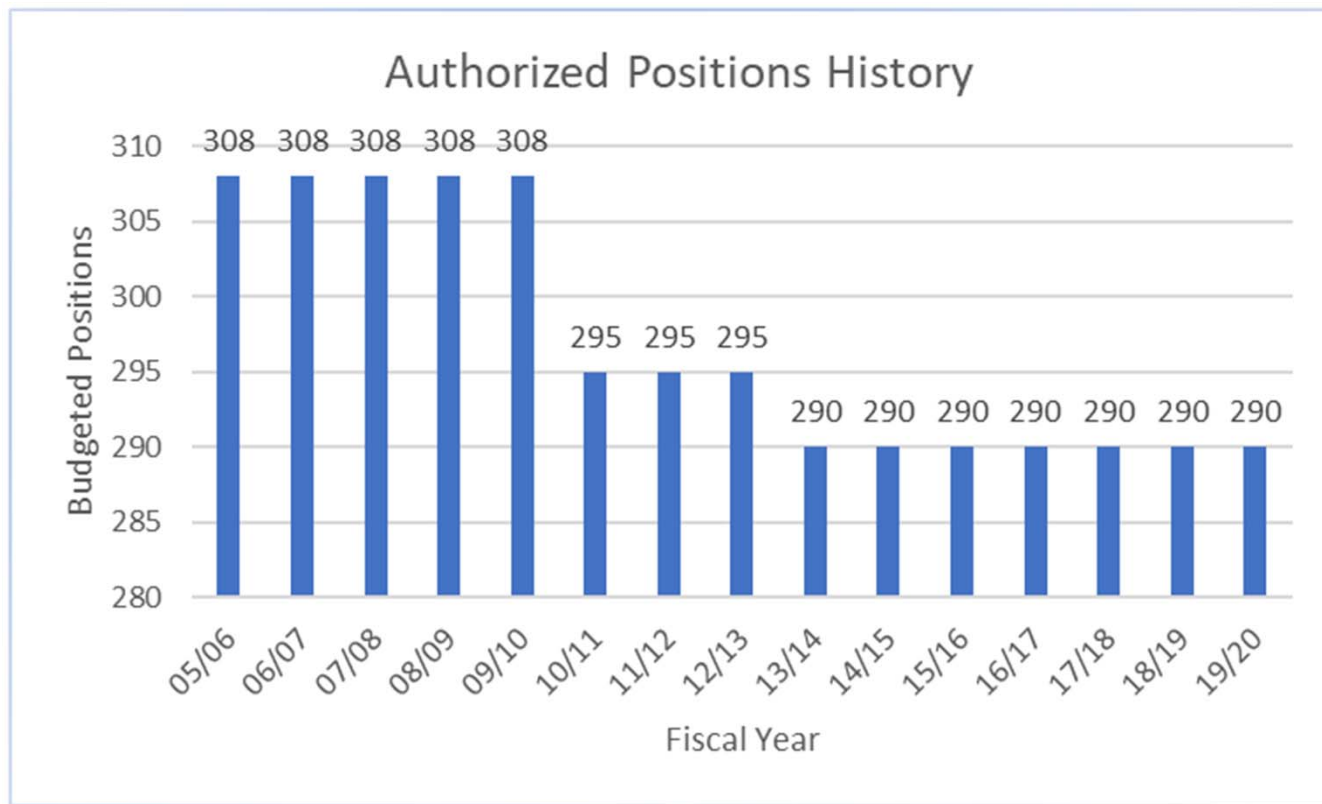
Presented by:

Lisa Dye, Manager of Human Resources



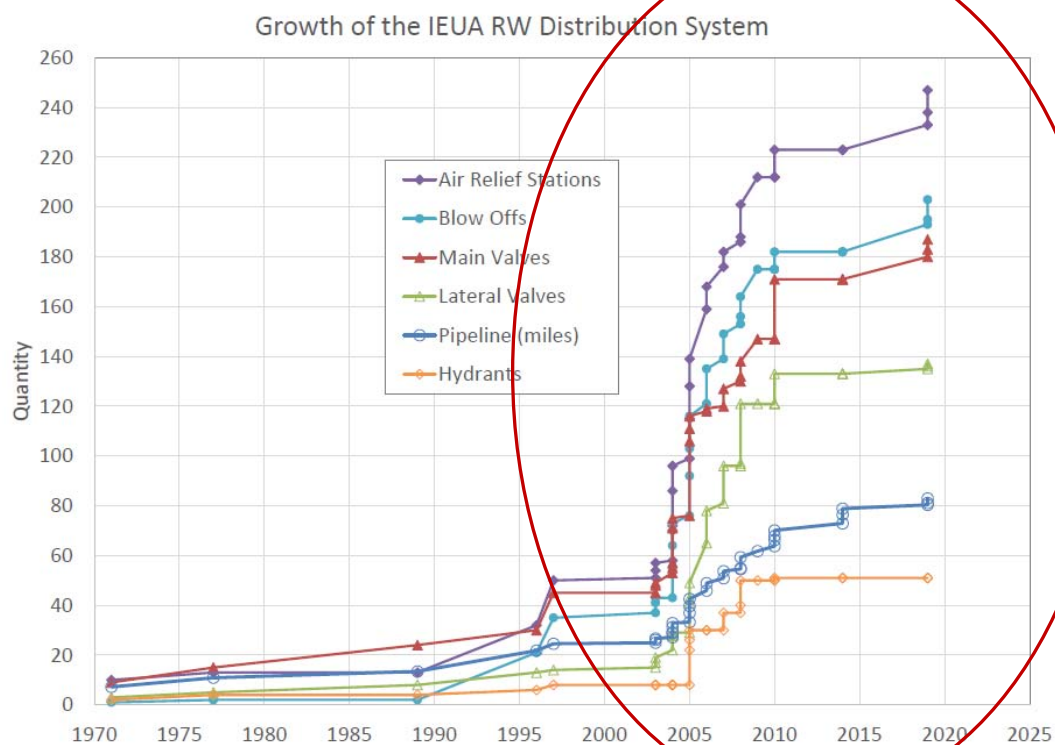
Past

Fluctuations in Authorized Full-Time Employee (FTE) Count



Past

Growth of Recycled Water Distribution System



Past

Operations and Maintenance

- Predictive Maintenance
- Preserve Lift Station
- PFAS Sampling
- Collections
- Facilities



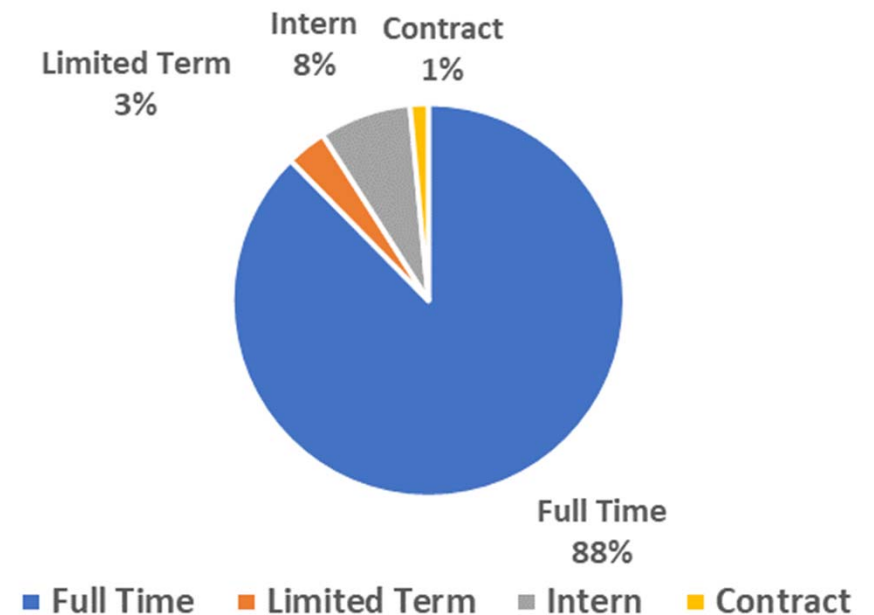
Present

Staffing Levels

- 290 Regular FTEs
 - 24 vacancies
 - 17 positions in recruitment
 - 7 pending recruitments
- 11 Limited-Term Employees
- 25 Interns
- 5 Contractors

It takes 306 individuals and 25 interns to operate the Agency in the current state.

IEUA Staffing Levels

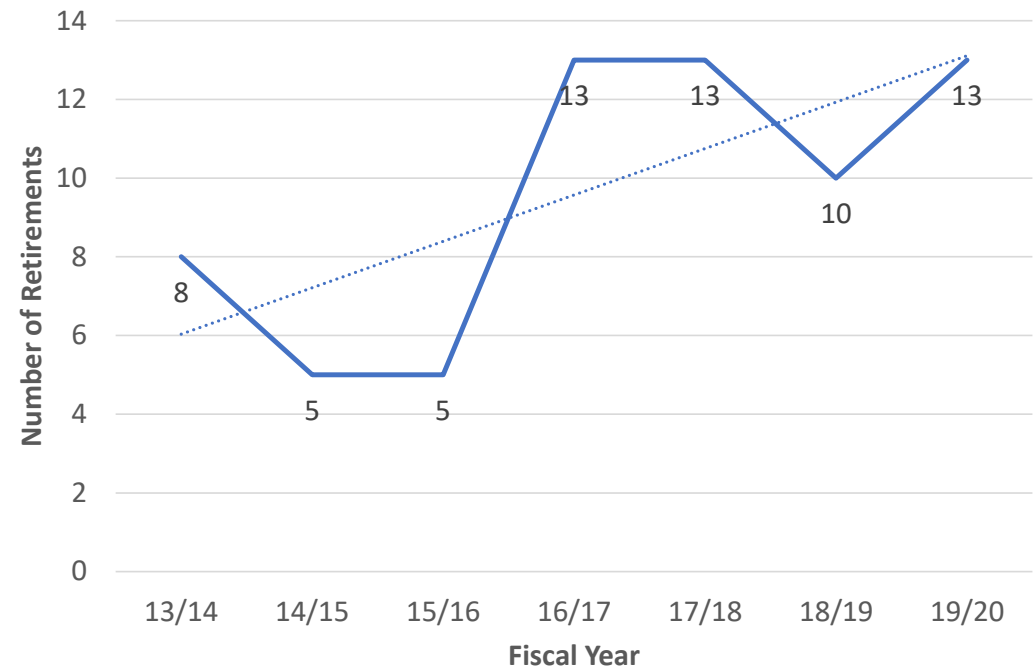


Human Capital Management

Retirement Forecasting

- Averaged 9.6 retirements per fiscal year for the last 7 years
- 13 retirements in FY 2019/2020
- The trendline has steadily increased
- Yearly retirements have increased by 62%

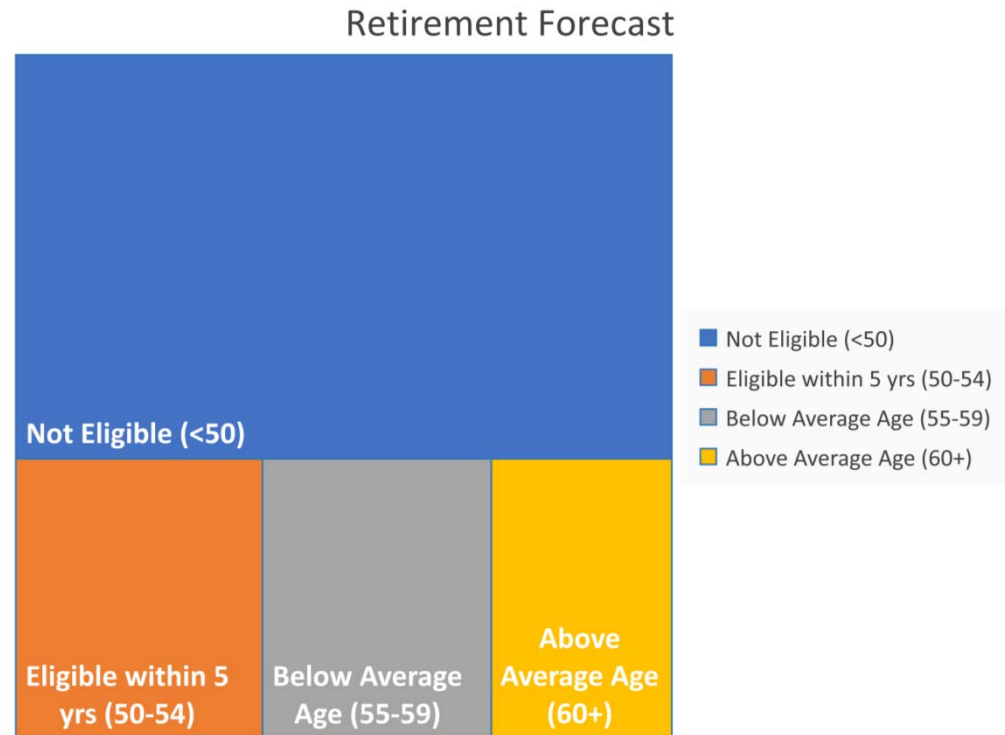
Retirements Per Fiscal Year



Human Capital Management

Retirement Risks

- Average age of retirement: 60.3
- Employees above average age: 11%
- Currently eligible to retire: 25%
- Eligible to retire within the next 5 years: 41%



Human Capital Management

Staffing Risks

- 13% of our current workforce is comprised of individuals who are not FTEs
- 25% of FTEs are currently eligible to retire
- 41% of our FTEs will be eligible to retire in 2025



Human Capital Management

Risks: Critical Positions

- Operators
- Electrical & Instrumentation Technicians
- Control Systems Analysts
- Groundwater Recharge/Recycled Water Technicians, Specialists, and Operators
- Mechanics
- Compost Workers and Operators
- Lab Scientists
- Collection System Operators



Human Capital Management

Risks: Difficulty Replacing

- Control Systems Analyst
- Electrical and Instrumentation Technician IV
- Mechanic IV
- Operations Supervisor
- Recycled Water Distribution Operator
- Water/Wastewater Treatment Plant Operator

350 years of institutional knowledge and experience



Human Capital Management

Risks: The Cost of Turnover

- Public sector turnover can be more costly
- Positions stay vacant longer
- Non-exempt employees: 25%-30% of salary
- Exempt employees: 100%-150% of salary
- Executive employees: 3-5 times salary and benefits



Human Capital Management

Risks: Limited Term Employees

- Type of work performed
- Eligible for the same insurance and leave benefits as FTEs
- Advertised as Limited-Term and At-Will while competing with agencies hiring FTEs
- Recruitment-related costs are the same as FTEs
- Impedes long-term departmental planning



Human Capital Management

Risks: Contractors

- Legal Standards
 - Assembly Bill 5 (2020)
 - Dynamex Operations West v. Superior Court of Los Angeles (2018)
 - S. G. Borello & Sons v. Department of Industrial Relations (1989)
- Agency Liability
 - employer may be required to pay all employer and employee contributions associated with enrolling the contractor into CalPERS, retroactive to the time of initial hire



Employee Engagement

Opportunities for Improvement

- Workload
- Burnout

*“The pendulum has swung too far
on doing more with less”*



Future State

Staffing

- Continuity of Operations
- Aging Assets and Infrastructure
- Projects



Future State

Staffing

- Change Initiatives
- Engagement
- Workload



Future State

Staffing

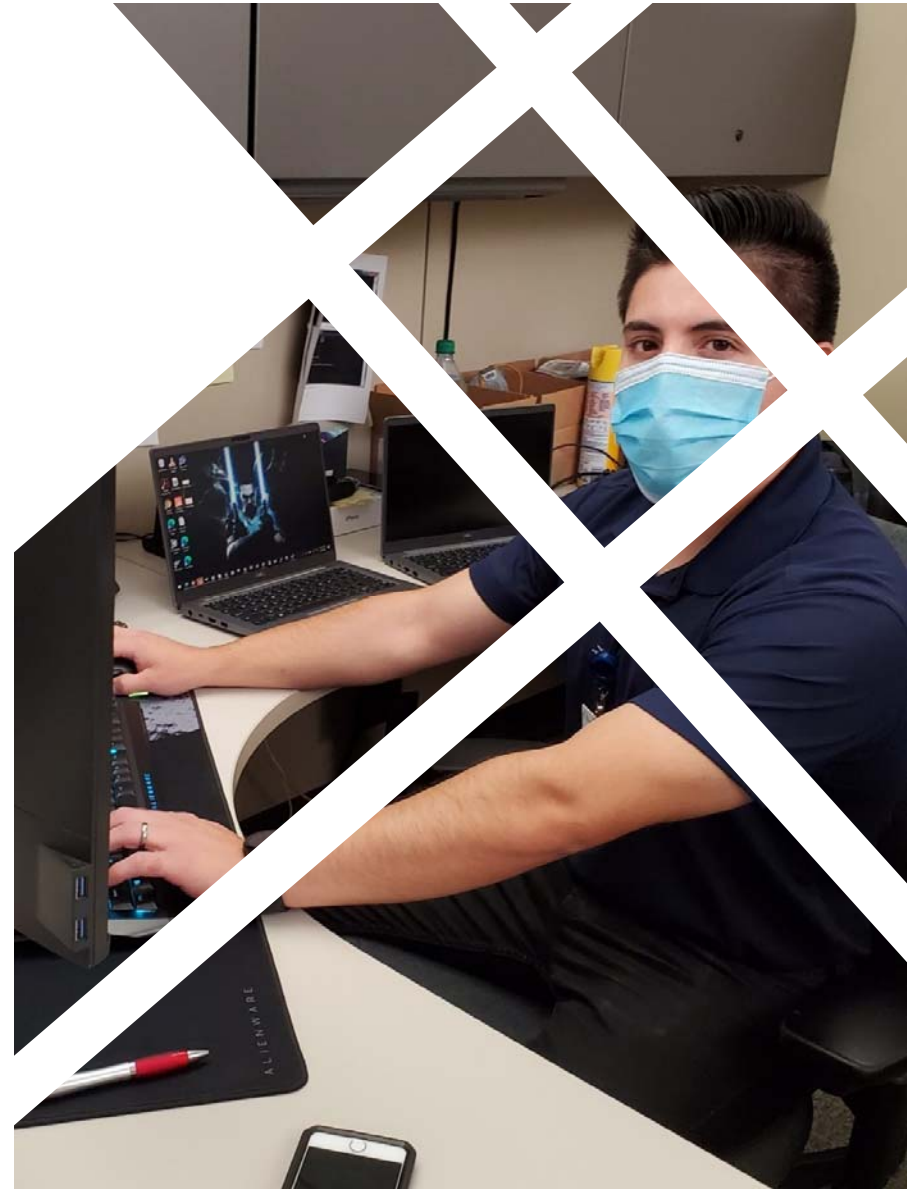
- Succession planning
- Agility
- Regional Needs



Operations

Staffing

- 157 FTEs
- Significant activity within the last 3 years
 - Operator turnover
 - Maintenance Technician turnover

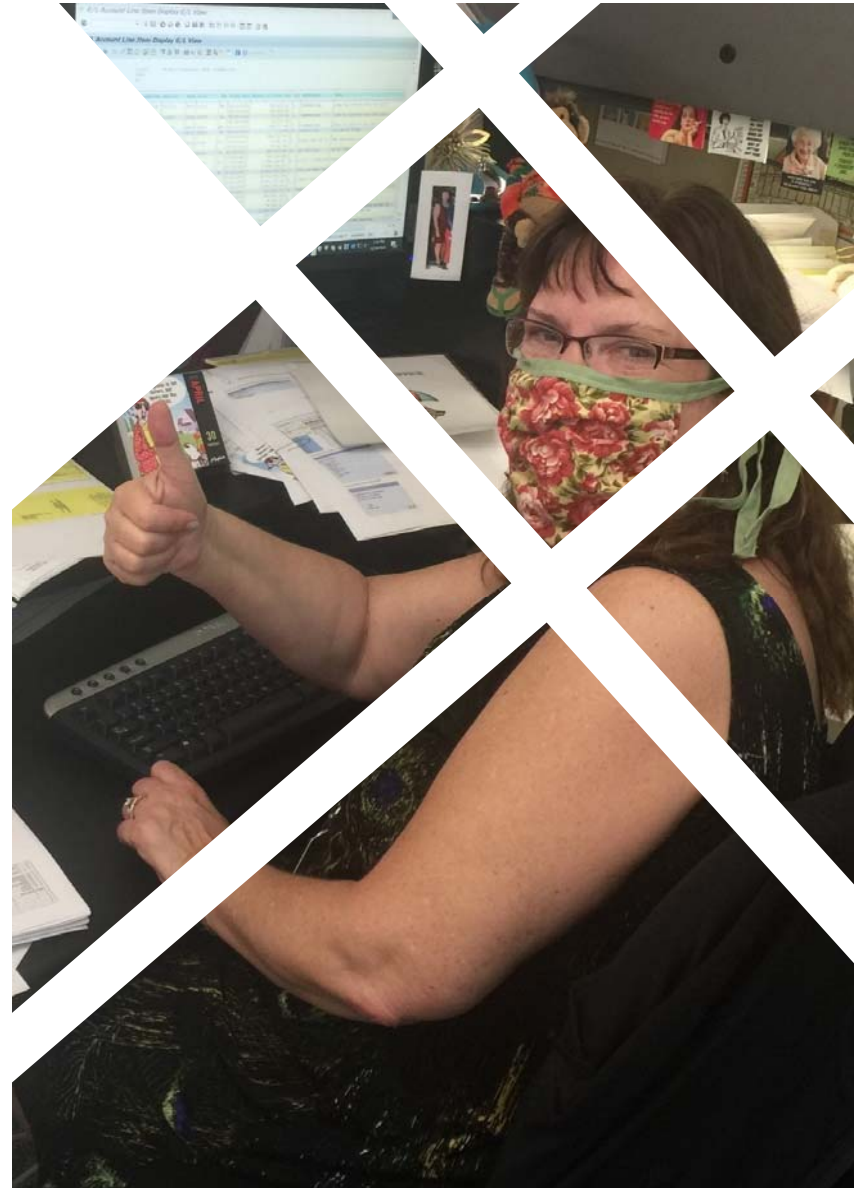


Operations

Difficulty Hiring Water/Wastewater Operators

- Unemployment Rate
- State Regulations
- Unique Skills
- Benefits

“...no person shall operate a wastewater treatment plant without a valid, unexpired, State Water Board-issued operator, provisional operator, or operator-in-training certificate at a grade level appropriate for the class of wastewater treatment plant being operated...”



Operations

Issues Unique to IEUA

- Size of treatment plants
 - All Class V
- On-call
 - Grade III or higher

Wastewater Treatment Plant Classification	Minimum Grade Level of Chief Plant Operator	Minimum Grade Level of Designated Operator-in-Charge
I	I	I
II	II	I
III	III	II
IV	IV	III
V	V	III

WASTEWATER TREATMENT PLANT CLASSIFICATION TABLE

Class	Wastewater Treatment Process	Design Flow (in million gallons per day)
I	Primary	1.0 or less
	Conventional Treatment Pond	All
II	Primary	Greater than 1.0 through 5.0
	Biofiltration	1.0 or less
	Modified Treatment Pond	All
III	Primary	Greater than 5.0 through 20.0
	Biofiltration	Greater than 1.0 through 10.0
	Activated Sludge	5.0 or less
	Sequencing Batch Reactor	1.0 or less
	Tertiary	1.0 or less
IV	Primary	Greater than 20.0
	Biofiltration	Greater than 10.0 through 30.0
	Activated Sludge	Greater than 5.0 through 20.0
	Sequencing Batch Reactor	Greater than 1.0 through 10.0
	Tertiary	Greater than 1.0 through 10.0
V	Biofiltration	Greater than 30.0
	Activated Sludge	Greater than 20.0
	Sequencing Batch Reactor	Greater than 10.0
	Tertiary	Greater than 10.0

Operations

Grade III Certification Requirements

OPERATOR CERTIFICATION REQUIREMENTS TABLE

PATH	EDUCATION		QUALIFYING EXPERIENCE
GRADE III			
1	High school diploma or equivalent and 12 educational points	and	3 years of full-time qualifying experience as a Grade II operator
2	High school diploma or equivalent and 18 educational points	and	4 years of full-time qualifying experience
3	Associate's degree or a minimum of 60 college semester units, including a minimum of 15 semester units of science courses	and	2 years of full-time qualifying experience
4	Bachelor's degree or a higher degree, including a minimum of 30 semester units of science courses	and	1 year of full-time qualifying experience

Operations

Loss of Knowledge and Experience

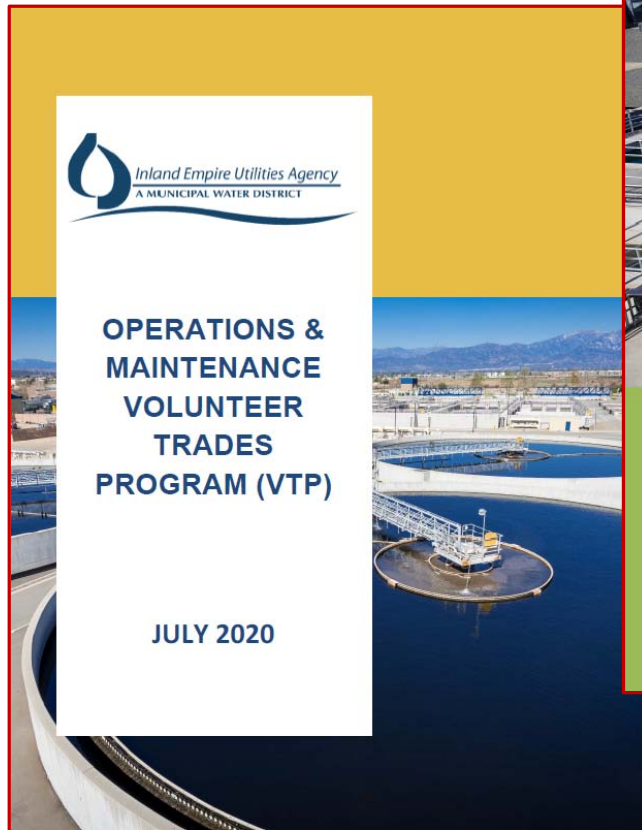
Senior Operator (RP-1)	33 years
Operator III (RP-4)	33 years
Operator III (RP-4)	30 years
Operator III (RP-1)	30 years
Operations Supervisor (RP-4)	38 years
RW Operator (RW)	28 years
Senior Operator (RP-2)	31 years
Operator IV (CCWRF)	30 years
Operator III (RP-2)	15 years

268 years of experience



Operations

Development

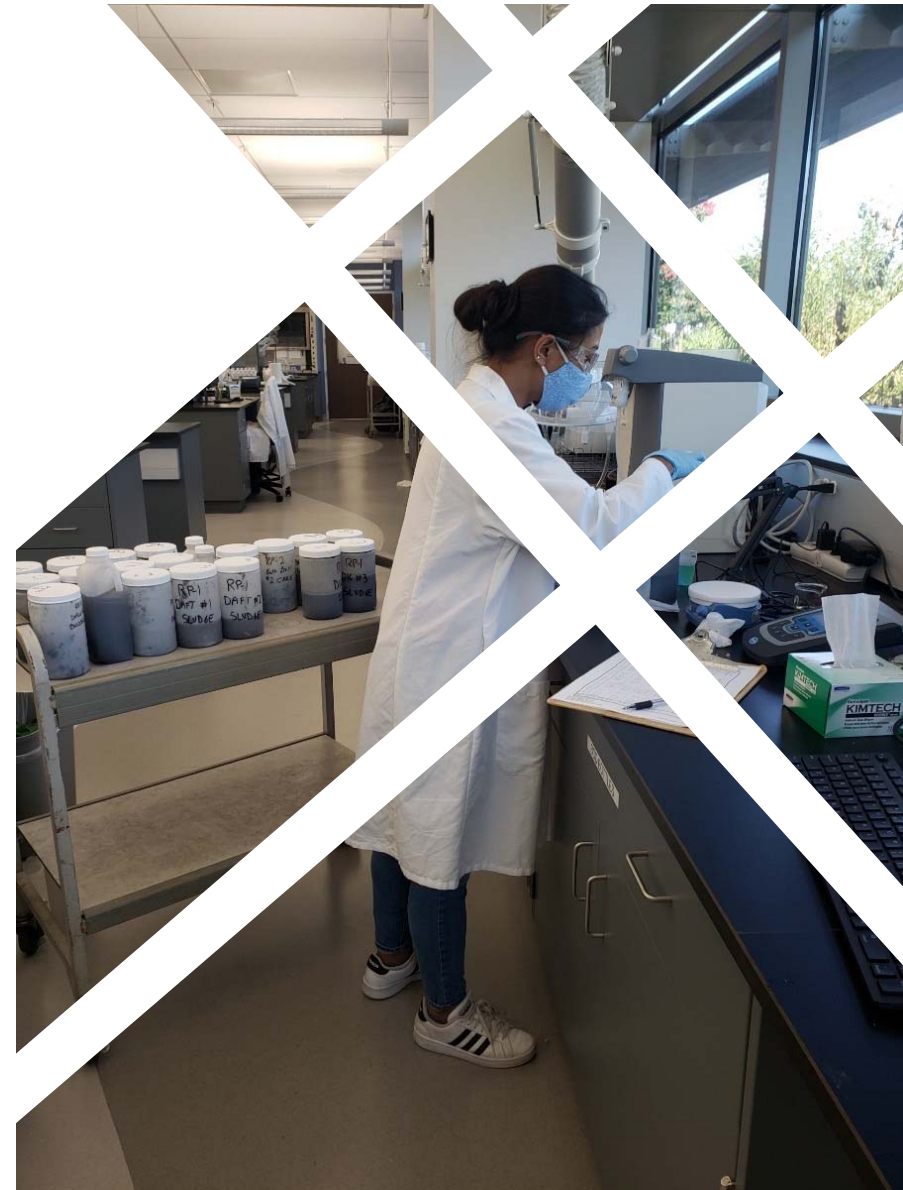


It takes **5 years** to develop an operator's ability to be on-call.

Operations

Current Critical Needs

- Desalter Operations Supervisor (Chief Plant Operator)
 - Posted position in August 2020 with no success
 - Transferred a Deputy Manager of Operations who had the required certifications to CDA
 - Posted vacancy for Deputy Manager of Operations South
- Need for succession positions



Workforce Planning

Considerations

- Retirement forecasting
- Reducing liability
- Critical positions
- Hard-to-fill positions
- Preserving institutional knowledge
- Continuity of operations
- Optimal staffing levels





Thank You