



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

**WEDNESDAY, APRIL 5, 2023
10:00 A.M.**

**AGENCY HEADQUARTERS
BOARD ROOM
6075 KIMBALL AVENUE, BUILDING A
CHINO, CALIFORNIA 91708
VIEW THE MEETING LIVE ONLINE AT IEUA.ORG
TELEPHONE ACCESS: (415) 856-9169 / Conf Code: 169 113 791#**

The public may participate and provide public comment during the meeting by joining in-person or by calling the number provided above. Comments may also be submitted by email to the Board Secretary/Office Manager Denise Garzaro at dgarzaro@ieua.org prior to the completion of the Public Comment section of the meeting. Comments will be distributed to the Board of Directors.

CALL TO ORDER OF THE INLAND EMPIRE UTILITIES AGENCY BOARD OF DIRECTORS WORKSHOP/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/Office Manager prior to the public comment section or request to 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.

*A Municipal Water District

1. ACTION ITEM

A. REMOVAL OF THE WATER SHORTAGE EMERGENCY CONDITION AND TERMINATION OF THE EMERGENCY WATER CONSERVATION FRAMEWORK

Staff recommends that the Board:

1. Declare an end to the Water Shortage Emergency Condition and Emergency Water Conservation Framework previously established by Resolution No. 2022-5-7 and extended by Resolution No. 2022-12-1; and
2. End the implementation of level 2 of the Water Shortage Contingency Plan, Consistent with Executive Order N-5-23 and current regional supplies.

2. WORKSHOP ITEMS

A. FISCAL YEAR 2023/24 AND 2024/25 BIENNIAL BUDGET (POWERPOINT)

B. HUMAN CAPITAL MANAGEMENT (POWERPOINT)

3. GENERAL MANAGER'S COMMENTS

4. BOARD OF DIRECTORS' REQUESTED FUTURE AGENDA ITEMS

5. DIRECTORS' COMMENTS

6. CLOSED SESSION

A. PURSUANT TO GOVERNMENT CODE SECTION 54956.9(d)(2)(e)1 CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION

Two Cases

ADJOURN

Declaration of Posting

I, Denise Garzaro, CMC, Board Secretary/Office Manager of the Inland Empire Utilities Agency*, a Municipal Water District, hereby certify that, per Government Code Section 54954.2, a copy of this agenda has been posted at the Agency's main office, 6075 Kimball Avenue, Building A, Chino, CA and on the Agency's website at www.ieua.org at least seventy-two (72) hours prior to the meeting date and time above.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Board Secretary at (909) 993-1736 or dgarzaro@ieua.org, 48 hours prior to the scheduled meeting so that IEUA can make reasonable arrangements to ensure accessibility.

**ACTION
ITEM**

1A

Date: April 5, 2023

SSD

To: The Honorable Board of Directors

From: Shivaji Deshmukh, General Manager

Committee:

Staff Contact: Shivaji Deshmukh, General Manager

Subject: Removal of the Water Shortage Emergency Condition and Termination of the
Emergency Water Conservation Framework

Executive Summary:

In April of 2022, after three years of unprecedented drought conditions and reduced deliveries from the State Water Project (SWP), Metropolitan Water District of Southern California (Metropolitan) declared a Water Shortage Emergency Condition and Emergency Water Conservation Program (EWCP) which set volumetric limits on SWP deliveries to the Inland Empire Utilities Agency (IEUA). Experiencing an allocation of imported supplies, IEUA's Board adopted Resolution No. 2022-5-7 Declaring a Water Shortage Emergency Condition and Adopting the Emergency Water Conservation Framework in IEUA's service area.

After improved hydrologic conditions, reduced regional demands, and increasing SWP deliveries currently at 75%, Metropolitan's Board of Directors removed the Water Shortage Emergency Condition and terminated the EWCP that allocated imported supplies to IEUA, effective March 14, 2023. Following the increase in SWP supplies available to IEUA, staff propose that the Water Shortage Emergency Condition and Emergency Water Conservation Framework be ended, effective immediately.

Staff further recommends that IEUA end the implementation of level 2 of the Water Shortage Contingency Plan, in alignment with the Governor's executive orders and current regional supplies.

Staff's Recommendation:

1. Declare and end to the Water Shortage Emergency Condition and Emergency Water Conservation Framework previously established by Resolution No. 2022-5-7 and extended by Resolution No. 2022-12-1; and
2. End the implementation of level 2 of the Water Shortage Contingency Plan, consistent with Executive Order N-5-23 and current regional supplies.

Budget Impact *Budgeted (Y/N):* Y *Amendment (Y/N):* Y *Amount for Requested Approval:*

Account/Project Name:

N/A

Fiscal Impact (explain if not budgeted):

N/A

Prior Board Action:

On June 16, 2021, Resolution No. 2021-6-10, adopting the 2020 Water Shortage Contingency Plan

On May 7, 2022, Resolution No. 2022-5-7, Declaring a Water Shortage Emergency Condition and Adopting an Emergency Water Conservation Program

On December 21, 2022, Resolution No. 2022-12-1, Extending the Declaration of a Water Shortage Emergency and Adopting a Revised Emergency Water Conservation Framework

Environmental Determination:

Not Applicable

Business Goal:

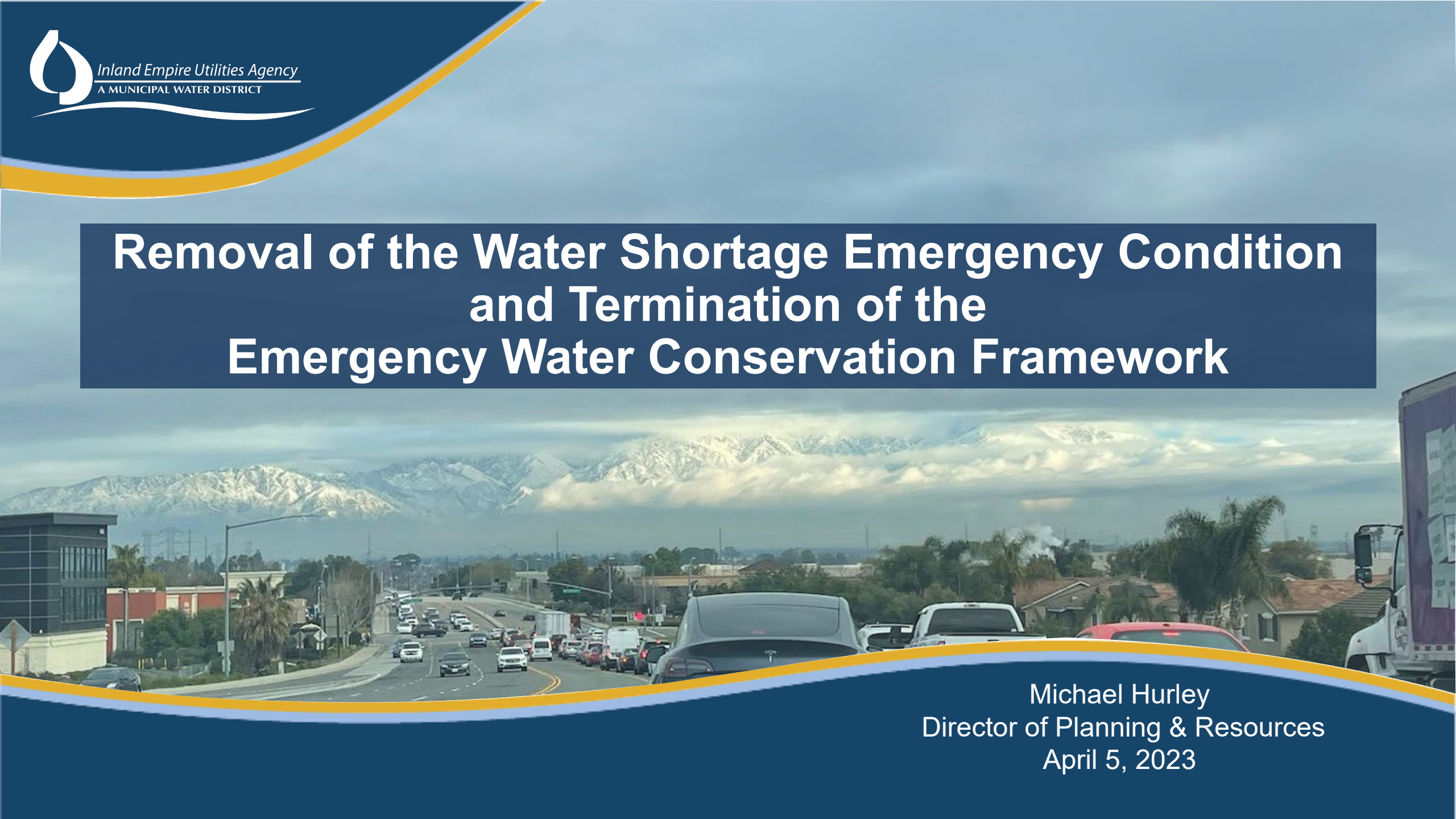
The Agency is committed to providing a reliable and cost-effective water supply and promoting sustainable water use throughout the region.

Attachments:

Attachment 1. Presentation - Removal of Water Shortage Emergency

Attachment 2. Background Document - Removal of Water Shortage Emergency

Removal of the Water Shortage Emergency Condition and Termination of the Emergency Water Conservation Framework



Michael Hurley
Director of Planning & Resources
April 5, 2023

North - Rancho Cucamonga



Cable Airport - Upland



Fontana



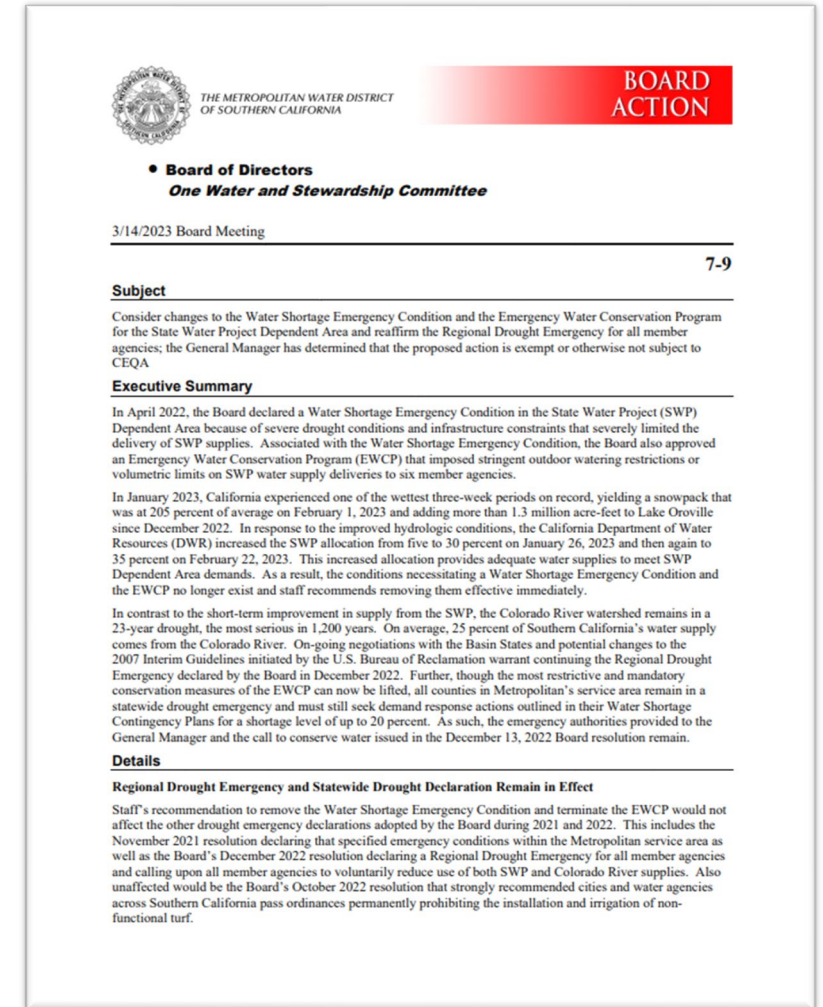
South - Rancho Cucamonga



Increased SWP Supplies Results in MWD Removing Water Shortage Emergency Condition and Terminating the Emergency Water Conservation Program

2023 MWD Board Letter

- “...the conditions necessitating a Water Shortage Emergency Condition and the EWCP no longer exist and staff recommends removing them effective immediately.”
- “Further, though the most restrictive and mandatory conservation measures of the EWCP can now be lifted, all counties in Metropolitan’s service area remain in a statewide drought emergency...”



Increased Supplies Removes the Region's Drought Level

- IEUA region no longer has a supply shortage
- Executive Order N-5-23 removed the need for level 2 WSCP actions as of March 24, 2023

IEUA Stage



DWR Level:



Drought Stage	Stage Descriptions	Triggers	2020 WSCP Level	Shortage Level
Stage 0	Normal Conditions	No water shortages anticipated.	-	
Stage 1	Watch Conditions	IEUA regional ratio is predicting shortages between 1% and 5%.	1	≤10%
Stage 2	Warning Conditions	IEUA regional ratio is predicting shortages between 6% and 15%.	2	10 – 20%
Stage 3	Emergency Conditions	IEUA regional ratio is predicting shortages between 16% and 25%.	3	20 – 30%
Stage 4	Critical Conditions	IEUA regional ratio is predicting shortages between 26% and 50%.	4 5	30 – 40% 40 – 50%
Stage 5	Catastrophic Conditions	IEUA regional ratio is predicting shortages greater than 50%.	6	>50%

Previous IEUA Board Actions

- **May 18, 2022**

- IEUA's Board Adopted Resolution No. 2022-5-7, declaring a Water Shortage Emergency condition, implemented the Agency's Water Shortage Contingency Plan at Level 3, and adopting an Emergency Water Conservation Program framework

- **November 16, 2022**

- Adopted Resolution No. 2022-11-3, Encouraging Action to Reduce or Eliminate Irrigation of Non-Functional Turf with Potable Water
- Approved and Authorized the General Manager to Enter into the Memorandum of Understanding by and Among Colorado River Basin Municipal and Public Water Providers

- **December 21, 2022**

- IEUA's Board Adopted Resolution No. 2022-12-1, Extending the Declaration of a Water Shortage Emergency and Adoption of a Revised Emergency Water Conservation Framework as well as implementing level 6 of the Agency's Water Shortage Contingency Plan

Staff's Recommendation:

1. Declare an end to the Water Shortage Emergency Condition and Emergency Water Conservation Framework previously established by Resolution No. 2022-5-7 and extended by Resolution No. 2022-12-1; and
2. End the implementation of level 2 of the Water Shortage Contingency Plan, consistent with Executive Order N-5-23 and current regional supplies.

These actions are consistent with **IEUA's Business Goal of Water Reliability**, upholding IEUA's commitment to providing a reliable and cost-effective water supply and promoting sustainable water use throughout the region.



Questions?

Background

Subject: Removal of the Water Shortage Emergency Condition and Termination of the Emergency Water Conservation Framework

Challenges for Metropolitan's State Water Project Supplies

The Metropolitan Water District of Southern California (Metropolitan) has worked to improve its conveyance and distribution system to ensure flexibility in delivering State Water Project (SWP) and Colorado River water throughout its service area. However, due to three years of unprecedented drought and reduced deliveries from the SWP, Metropolitan determined it would be unable to meet projected demands in the SWP Dependent (SWP-D) Area with existing resources. In April 2022, Metropolitan declared a Water Shortage Emergency Condition and Emergency Water Conservation Program (EWCP) which allocated SWP deliveries, including to the Inland Empire Utilities Agency (IEUA), through December 2022. After an initial SWP allocation of only 5% in December 2022, Metropolitan's Board of Directors voted to extend the Emergency Water Conservation Program through June 2023 and further reduced IEUA's monthly allocation of water.

IEUA's Response to Changing Supplies

In response to Metropolitan's initial Water Shortage Emergency Condition and EWCP, IEUA established its own Water Shortage Emergency Condition and implemented an EWCP in May of 2022 via Resolution No. 2022-5-7 which allocated available imported water supplies to IEUA's retail water agencies and established penalties for non-conformance. In November 2022, IEUA passed Resolution No. 2022-11-3 to encourage that imported water supplies should not be used on non-functional turf and recommend limitations on the installation of non-functional turf where IEUA provides imported water supplies. IEUA's EWCP was extended through June 2023 via Resolution No. 2022-12-1.

Improving Hydrology

After prolonged heavy precipitation and the snowpack approaching near record levels in early 2023, the Department of Water Resources (DWR) announced a SWP allocation increase from 5% to 30% in January 2023 and further increased the SWP allocation to 35% in February 2023. An additional increase to 75% was declared in March 2023. Based on the increase in SWP allocation, replenished storage in reservoirs, and favorable hydrology, Metropolitan ended the Water Shortage Emergency Condition and EWCP in March 2023. Ending the EWCP removed IEUA's imported water volumetric limits. No longer facing allocation from Metropolitan, IEUA is now promptly seeking to remove the EWCP implemented in Resolution No. 2022-5-7 and extended via Resolution No. 2022-12-1.

Short Term Relief but Long-Term Uncertainty

While conditions on the SWP have greatly improved and short-term imported water allocations to IEUA have ended, long term uncertainty for Metropolitan's imported supplies remains. Supplies from the Colorado River are shrinking as debate over water rights increases between the seven basin states. Paired with a statewide drought emergency, staff is not recommending past board actions promoting conservation or recognizing the state and regional drought emergency in Resolution No. 2021-12-5 and Resolution No. 2022-11-3 be terminated.

Summary of Staff Recommendations

While maintaining previous Board adopted actions to recognize the State and regional drought emergencies (Resolution No. 2021-12-5) and encourage action to reduce or eliminate irrigation of non-functional turf with potable water (Resolution No. 2022-11-3), staff recommends that the Board now take the following actions:

- Declare and end to the Water Shortage Emergency Condition and Emergency Water Conservation Framework previously established by Resolution No. 2022-5-7 and extended by Resolution No. 2022-12-1.
- End the implementation of level 2 of the Water Shortage Contingency Plan, consistent with Executive Order N-5-23 and current regional supplies.

Summary of State Drought Actions to Date

A series of expanding drought actions across the state in 2021, 2022, and 2023 can be summarized as follows:

- On April 21, 2021, Governor Newsom proclaimed a regional drought emergency in Mendocino and Sonoma counties.
- On May 10, 2021, a second proclamation expanded the drought emergency to an additional 39 counties.
- On July 8, 2021, Governor Newsom expanded the drought state of emergency to a total of 50 counties covering 42 percent of the state's population. The drought emergency did not yet include the six counties in Metropolitan's service area. On the same day, the governor also issued Executive Order N-10-21, calling for all Californians to voluntarily reduce their water use by 15 percent.
- On October 19, 2021, Governor Newsom widened the drought emergency to all counties. Among other things, the proclamation called on local and regional water agencies to implement their Water Shortage Contingency Plans (WSCPs) to conserve water appropriate for local conditions while considering the possibility of a third consecutive dry year. The governor urged Californians to re-double their efforts to attain the 15% voluntary water use reduction.
- On January 4, 2022, the State Water Resources Control Board adopted the prohibited wasteful water uses emergency regulation.
- On March 18, 2022, the Department of Water Resources announced a decrease in the State Water Project allocation (from 15% in January) to 5% of requested supplies for 2022.
- On March 28, 2022, Governor Newsom issued Executive Order N-7-22 calling on the State Water Resources Control Board (SWRCB) to have local water suppliers to implement at least "Level 2" of their WSCPs to achieve at least a 20% reduction in water use.
- On May 24, 2022, SWRCB adopted Emergency Regulation requiring urban water supplies to implement by June 10, 2022, all demand reduction actions for shortage "Level 2". This regulation remains in effect for one year.
- On December 1, 2022, the Department of Water Resources released the initial State Water Project Allocation of 5%
- On December 7, 2022, the State Water Resources Control Board readopted the prohibited wasteful water uses emergency regulation before it expired in January 2023.
- On January 26, 2023, the Department of Water Resources increased the State Water Project Allocation to 30%.
- On February 22, 2023, the Department of Water Resources increased the State Water Project Allocation to 35%.
- On February 13, 2023, through Executive Order N-3-23 the Governor updated and reaffirmed the State of Emergency Proclamation made in Executive order N-10-21.

- On March 24, 2023, Executive Order N-5-23 ended the voluntary 15% water use reduction issued in Executive order N-10-21 and removed the requirement for WSCP Level 2 actions issued in N-7-22.

Summary of Metropolitan Drought Actions to Date

In preparation and in response to drought conditions, Metropolitan also initiated numerous drought actions in 2021, 2022, and 2023 including:

- In January 2021, Metropolitan began re-operating their distribution system to minimize SWP use and utilize more Colorado River Aqueduct (CRA) and stored supplies.
- In April 2021, Metropolitan increased pumping on the CRA to the total capacity of eight pumps for the first time since the depths of the last drought in 2015.
- In May 2021, the Metropolitan Board approved the Operational Shift Cost Offset Program, which removed a barrier to agencies receiving Metropolitan service from CRA instead of SWP supplies. Also, in May—for the first time in history—the source water feed to the Mills water treatment plant was switched from SWP to Diamond Valley Lake storage.
- In June 2021, Metropolitan began operating the fully rebuilt Greg Avenue pump facility allowing Colorado River and stored supplies to be pumped into the western portion of their distribution system.
- In August 2021, the Metropolitan Board adopted a Water Supply Alert Resolution, the third of a four-step water supply condition framework to manage regional shortages. The Water Supply Alert provided a common framework for outreach, communication, and collaboration.
- In November 2021, the Metropolitan Board adopted a Regional Drought Emergency Resolution recognizing a statewide drought emergency, declaring specified emergency conditions within the Metropolitan service area, and calling on Metropolitan-Member Agencies to reduce the use of SWP supplies.
- In April 2022, Metropolitan's Board of Directors declared a Water Shortage Emergency Condition on SWP-dependent areas and adopted a framework for an Emergency Water Conservation Program including two paths, with the Agency following the latter:
 - The **first path** allows a Member Agency to restrict outdoor irrigation to one day per week (or its equivalent) beginning June 1, 2022.
 - The **second path** allows the individual agency to comply with monthly allocation limits directly, setting a specific limit for each agency based on an allocated share of the Human Health & Safety water provided by DWR and certain additional SWP supplies.
 - Noncompliant agencies will face penalties of \$2,000 per acre-foot on any water supplied by Metropolitan from the SWP system that exceeds the monthly allocation.
- In October 2022, Metropolitan's Board of Directors adopted a resolution that strongly recommends cities and water agencies pass ordinances permanently prohibiting the installation and irrigation of non-functional turf.
- In December 2022, Metropolitan's Board of Directors voted to extend the Emergency Water Conservation Program through June 2023.

- SWP Dependent Areas received draft new volumetric limits for January through June 2023 from MWD.
- IEUA's draft January to June 2023 volumetric limits are 1,606 Acre Feet per month (AF/month) of MWD deliveries and 539 AF/month of HH&S supplies for a total of 2,145 AF/month, which equates to a 44% reduction from June 2022 through December 2022 allocation supplies of 4,880 AF/month.
- In March 2023, Metropolitan's Board of Directors voted to end the Water Shortage Emergency and terminate the EWCP while keeping WSCP actions in alignment with the Executive order N-10-21 and reaffirming the statewide drought.

Summary of Agency Drought Actions to Date

- On December 8, 2021, the Agency's Board of Directors adopted Resolution No. 2021-12-5 recognizing the State and regional drought emergencies and activating the Agency's Water Shortage Contingency Plan (WSCP) at "Level 2" (Water Shortage Warning). This resolution highlights the Agency's plan to preserve water supplies necessary for the Agency's service area and includes a water shortage warning as well as a water reduction goal for the region.
- On April 22, 2022, the Agency selected the second path of Metropolitan's Emergency Water Conservation Framework which allocated the Agency 4,880 AF/month subject to seasonality changes for a total of approximately 34,160 AF for June 2022 to December 2022.
- On May 18, 2022, the Agency's Board of Directors adopted Resolution No. 2022-5-7, which declared a water shortage emergency, activated level 3 of the Agency's WSCP, and adopted a water allocation framework.
- Starting July 18, 2022, IEUA has coordinated weekly drought meetings with customer agencies.
- On November 16, 2022, the Agency's Board of Directors adopted Resolution No. 2022-11-3, encouraging action to reduce or eliminate irrigation of non-functional turf with potable water.
- On November 16, 2022, the Agency's Board of Directors adopted Resolution No. 2022-11-4, authorizing the agency to apply for DWR's 2022 Urban Community Drought Relief Funding for a turf direct installation program.
- On November 16, 2022, the Agency's Board of Directors authorized the General Manager to enter a Memorandum of Understanding by and among the Colorado River Basin Municipal and Public Water Providers.
- On December 21, 2022, the Agency's Board of Directors adopted Resolution 2022-12-1, Extending the Declaration of a Water Shortage Emergency and Adoption of a Revised Emergency Water Conservation Framework.

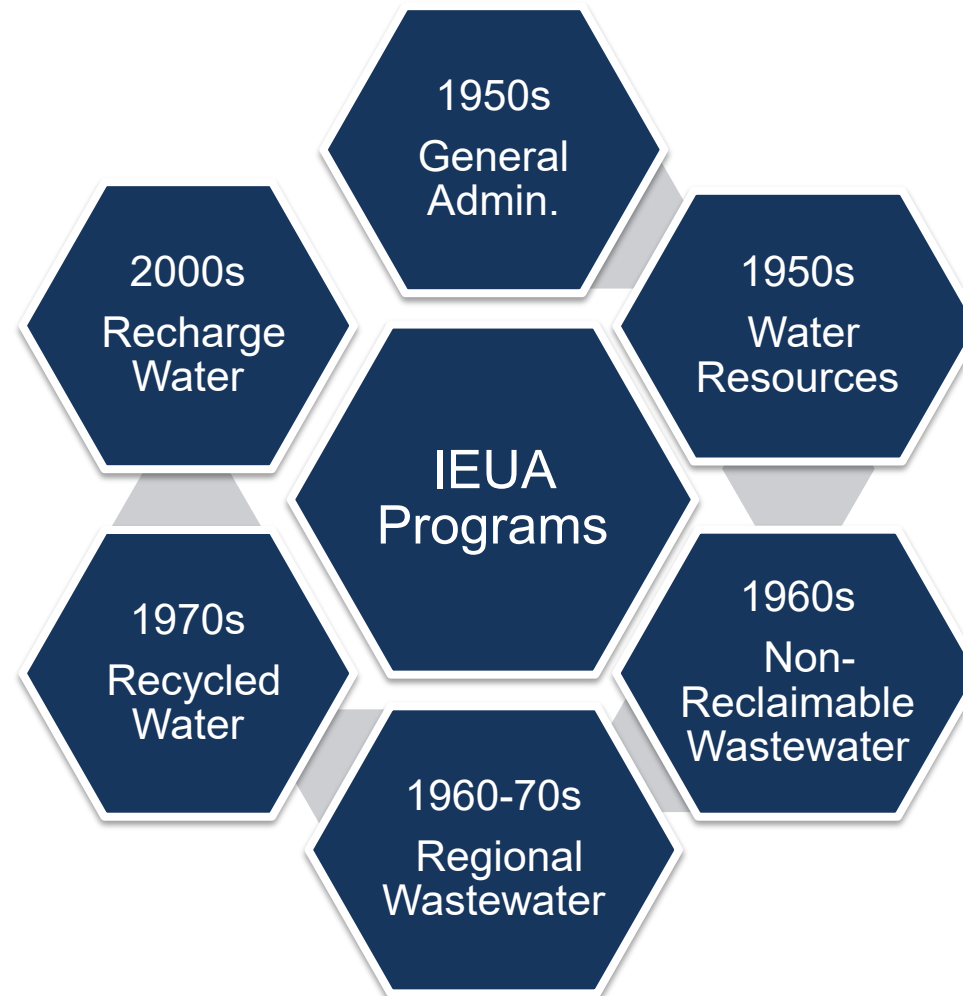
**WORKSHOP
ITEM**

2A

FY 2023/24 and 2024/25 Biennial Budget Board Workshop

Javier Chagoyen-Lazaro,
Director of Finance
April 2023

IEUA Programs



Key Budget Components

Expenses and Other Uses of Funds

Operations & Maintenance

Capital Improvement Plan

Debt service

Revenues and Other Funding Sources

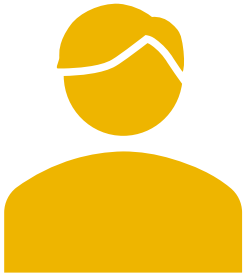
Rates and Fees

Grants and Loans

Property Taxes

Proposed Positions FY 2023/24 and FY 2024/25

Type	Current Approved Level	FY 23/24 Proposed Level	FY 24/25 Proposed Level
FTEs	315	340	352
LTEs	15	5	4
Total	330	345	356



RP-5 Expansion Facility

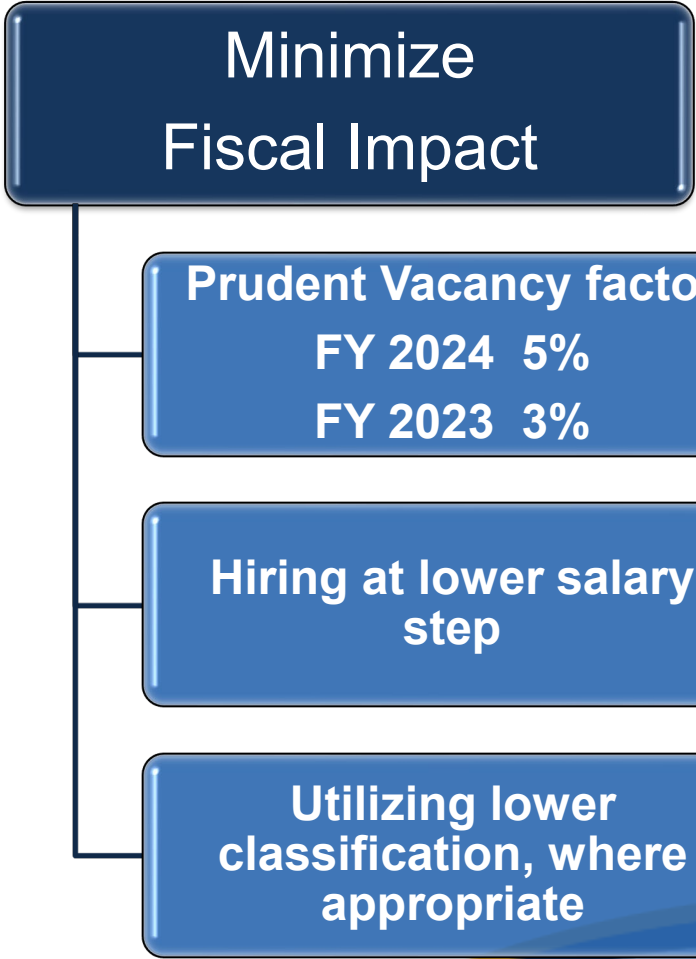
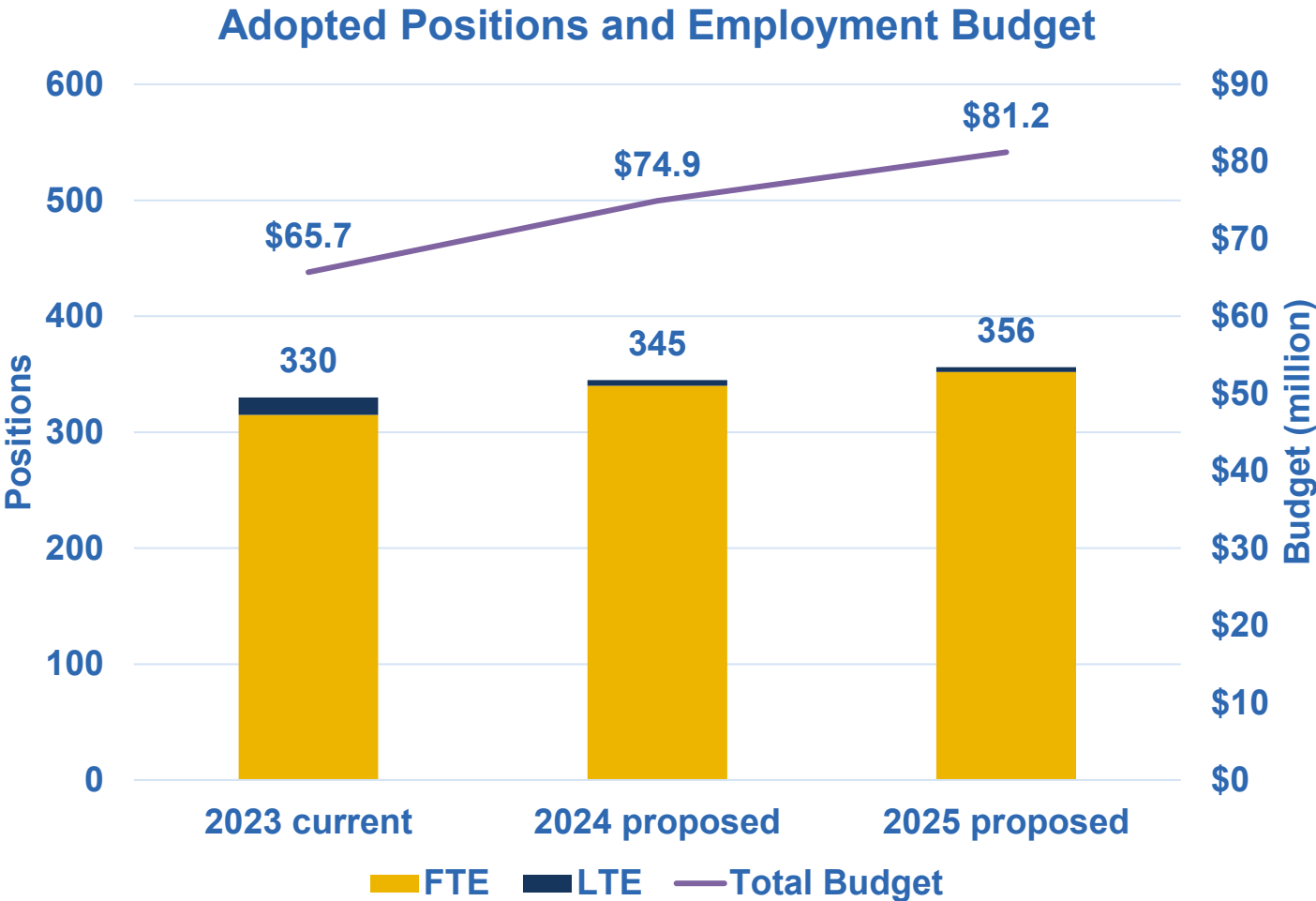
Aging Assets and Infrastructure

Regulatory Compliance

Impending Retirements

Long-Term Departmental Planning

Employment Cost



Treatment Plant Operations Expenses Drivers

- **Chemicals**

- Increases of 17% in FY 2023/24 and 13% in FY 24/25
- Sodium Hypochlorite increase about 81%
- Ferric Chloride increase about 32%
- Polymer increase about 11%

- **Utilities**

- Increases of 15% in FY 2023/24 and 17% in FY 24/25
- kWh rate increase 12% in both fiscal years
- Usage increase 3% in FY 2024/25, due to RP-5 new processes coming on-line.



Ten-Year Capital Improvement Plan (TYCIP)

- Budget includes TYCIP projects

- Asset Management

- Replacement & Rehabilitation, Increase Efficiency

- Regulatory Compliance

- Potential recycled water permit non-compliance salinity limits
- Groundwater recharge water quality requirements

- Member Agency growth projections

- Wastewater Treatment Plant Expansion; Facilities Improvement

- TYCIP Full Presentation, April 19, 2023

Major Projects (\$ Millions)	FY 2023/24	FY 2023/24
RP-5 Expansion	\$76	\$52
RP-1 Thickening	15	45
CCWRF Improvements	9	13
SCADA	7	7
Total	\$107	\$117

Adopted Fees and Rates

Fund	Wastewater Operations	Wastewater Capital	Recycled Water				Water Resources	
As of July, 1	Monthly Sewer (EDU)	Wastewater Connection Fee (EDU)	Fixed Cost Recovery ***	Recycled Water Direct Use (AF)	Recycled Water Recharge (AF)	One Water Connection Fee (MEU)**	Meter Equivalent Units (MEU)**	RTS Recovery
FY 2019/20	\$20.00	\$6,955	-	\$490	\$550	\$1,684	\$1.04	60%
FY 2020/21*	\$20.00	\$6,955	-	\$490	\$550	\$1,684	\$1.04	75%
FY 2021/22	\$21.22	\$7,379	-	\$520	\$580	\$1,787	\$1.08	90%
FY 2022/23	\$21.86	\$7,600	\$1.11M	\$516	\$616	\$1,841	\$1.10	100%
FY 2023/24	\$23.39	\$8,132	\$2.36M	\$510	\$660	\$1,896	\$1.12	100%
FY 2024/25	\$24.79	\$8,620	\$4.96M	\$465	\$665	\$1,953	\$1.14	100%

*On May 6, 2020, the Board approved to defer rate increases and maintain the rates unchanged for FY 2020/21

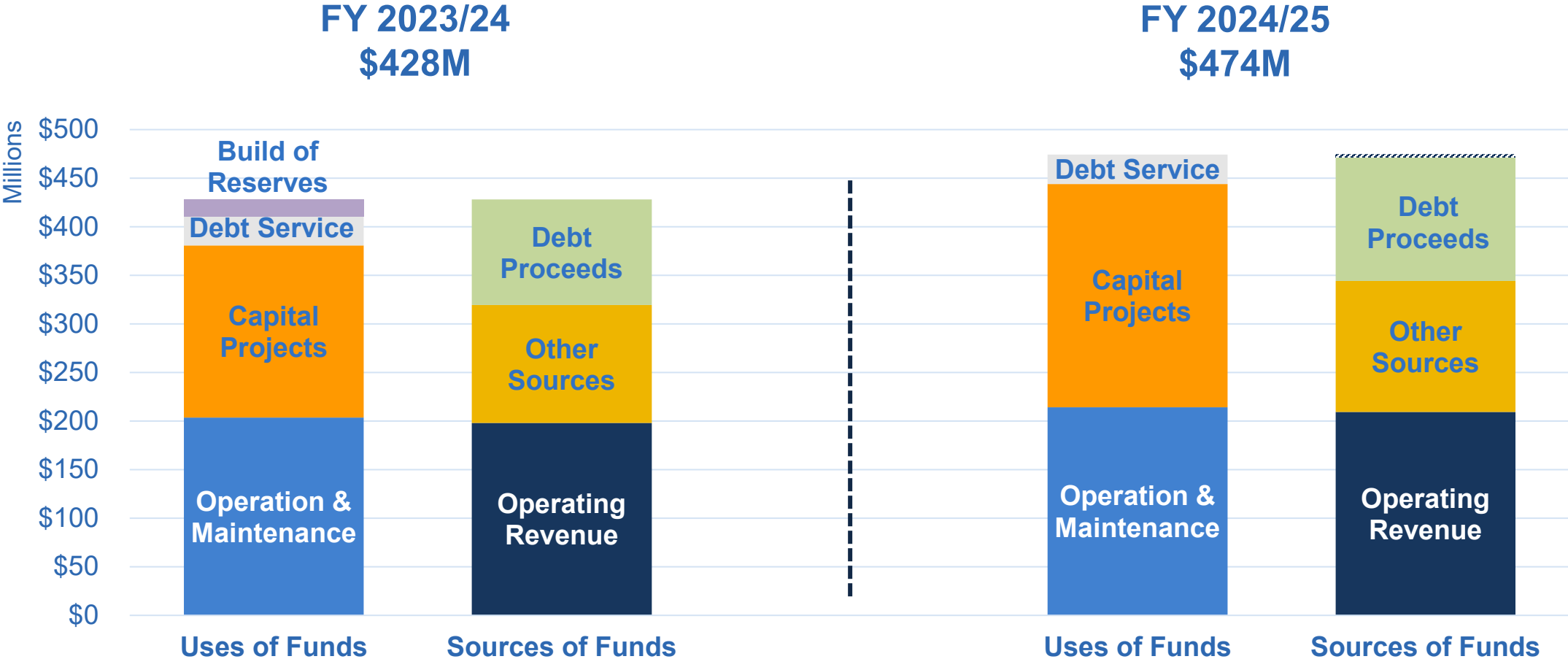
**Rates for FYs 2022/23 through 2024/25 adopted in July 2022

*** Fixed cost recovery phased in over 3 years

Property Taxes

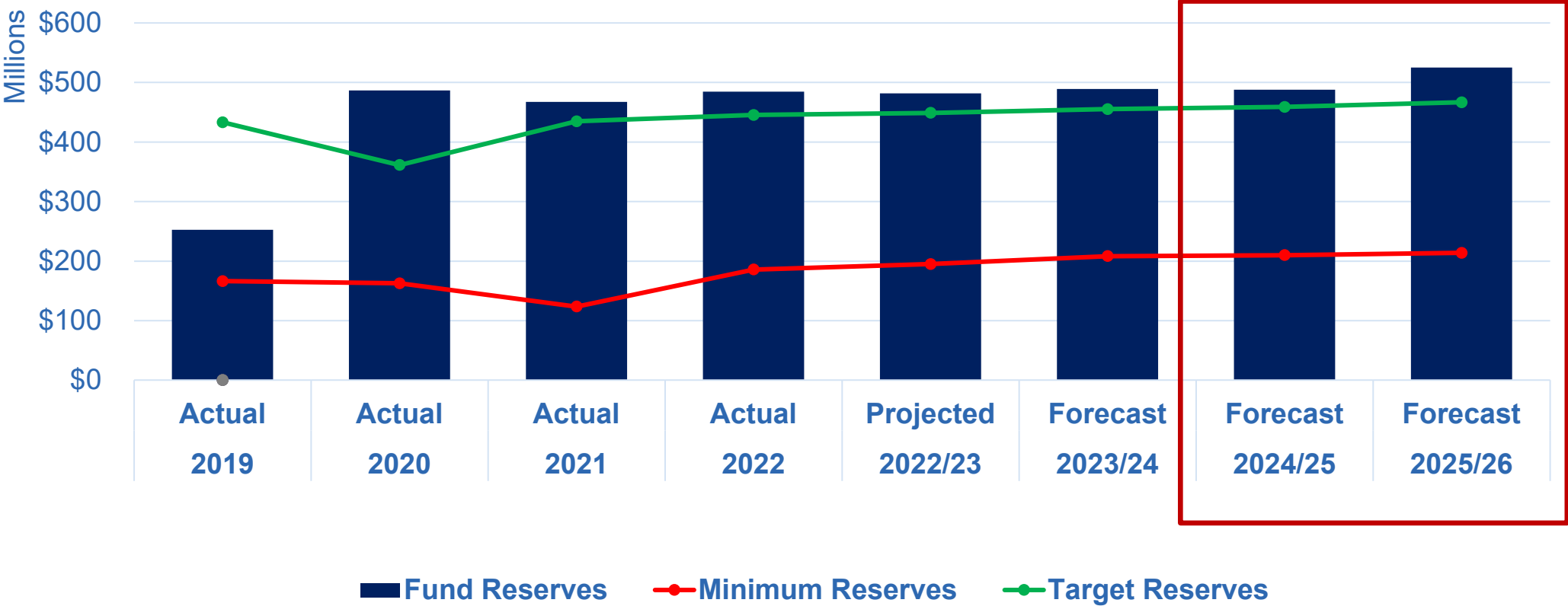
Fund	Purpose	Current Allocation	FY 2023/24 Proposed	FY 2024/25 Proposed
Regional Wastewater Capital Improvement	Supports debt service costs for acquisition, improvement, replacement, and expansion of regional wastewater facilities.	65%	\$51.4	\$52.2
Regional Wastewater Operations & Maintenance	Supports capital replacements and rehabilitation cost and any operating costs not fully recovered by rates.	23%	18.2	18.5
Recycled Water	Supports debt service costs for acquisition, improvement, replacement and expansion of regional recycled water facilities.	4.0%	3.0	3.2
Administrative Services	Supports agency-wide costs not allocated to other Agency funds.	4.5%	3.5	3.6
Water Resources	Supports regional water supply strategies.	3.5%	<u>2.8</u>	<u>2.8</u>
Total			\$79.0	\$80.3

Consolidated Budgets for FY 2023/24 and FY 2024/25

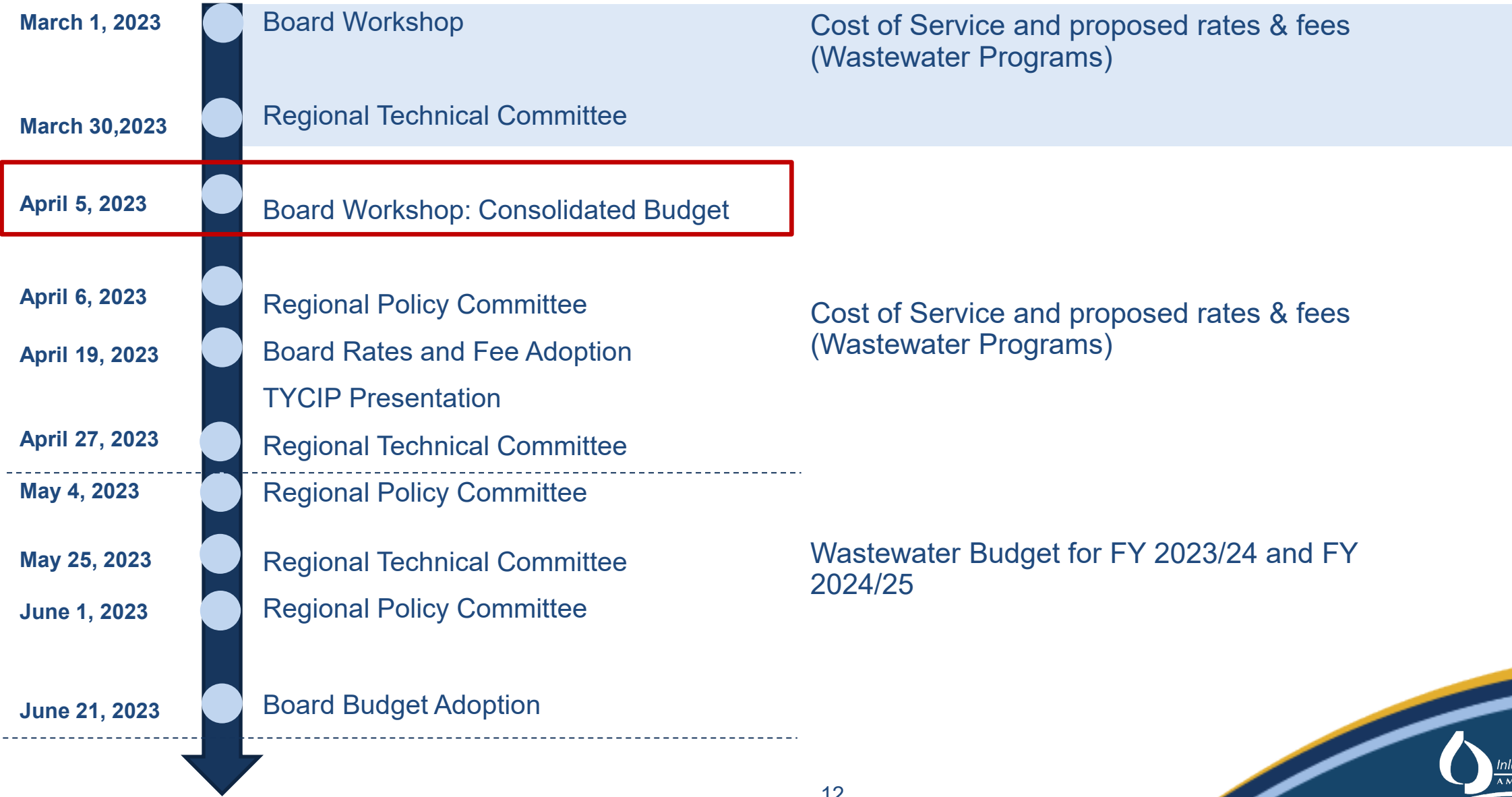


Consolidated Reserves Trend

Trend of Operating, Capital, & Debt Reserves



Next Steps



The background image shows a wide-angle view of a reservoir or lake. In the foreground, the water is calm and reflects the sky. A concrete dam or embankment runs across the middle ground. Behind the dam, there are several industrial buildings and a long line of high-voltage power transmission towers stretching towards the right. In the far background, a range of large mountains is visible, with their peaks covered in snow under a blue sky with wispy clouds.

Questions?

**WORKSHOP
ITEM**

2B



Human Capital Management

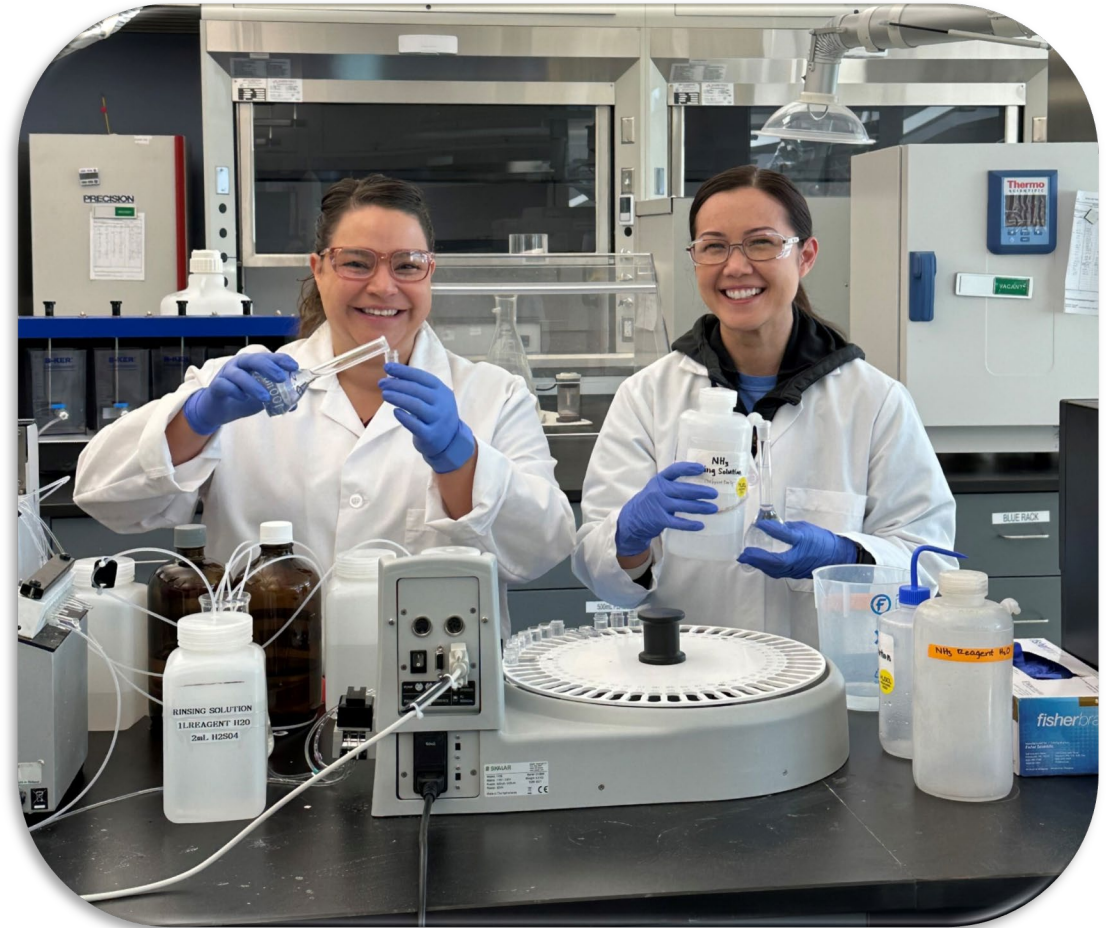
Andrew Alonzo, Human Resources Officer

April 5, 2023

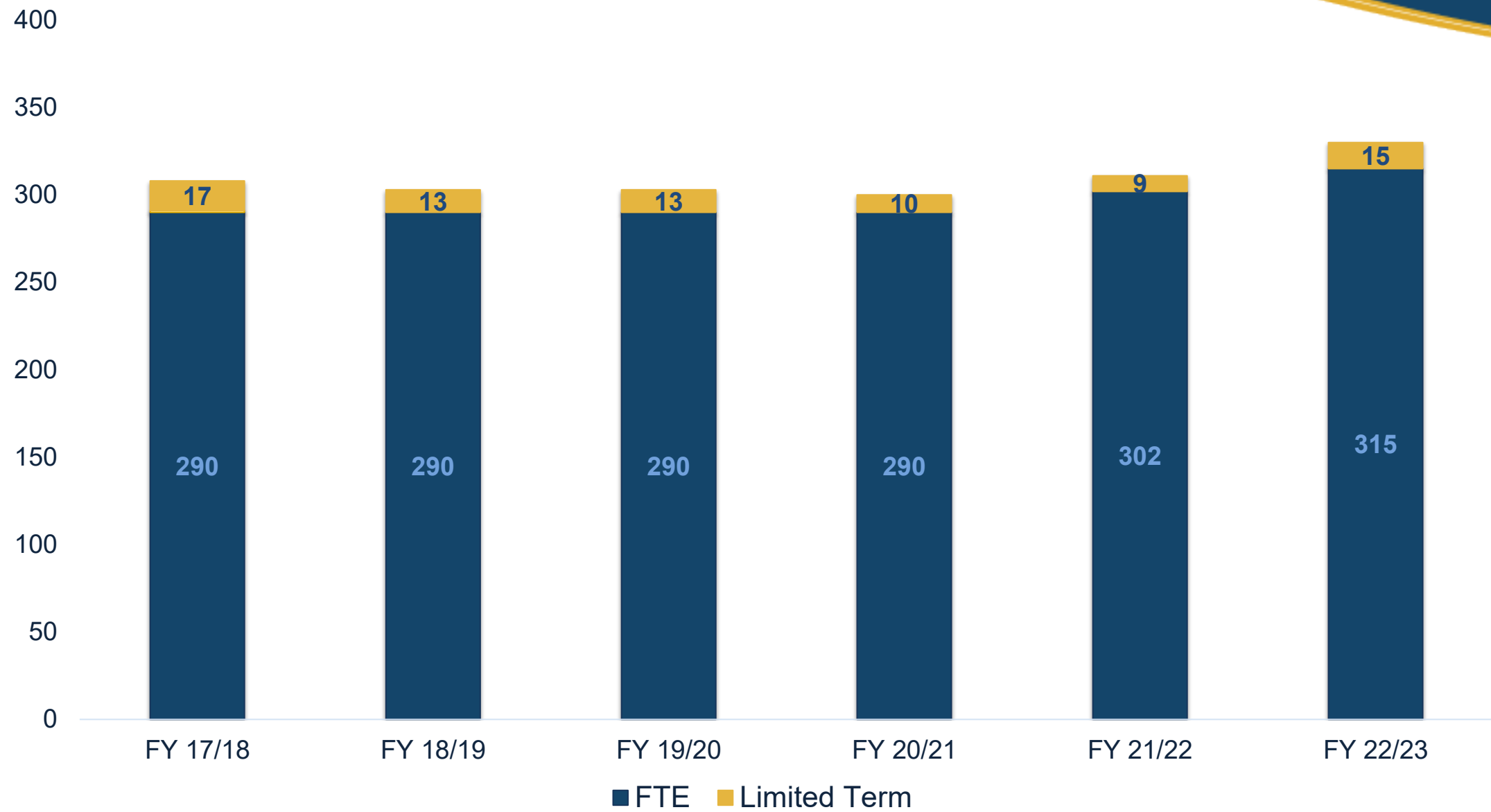
Agenda

1. Workforce Overview

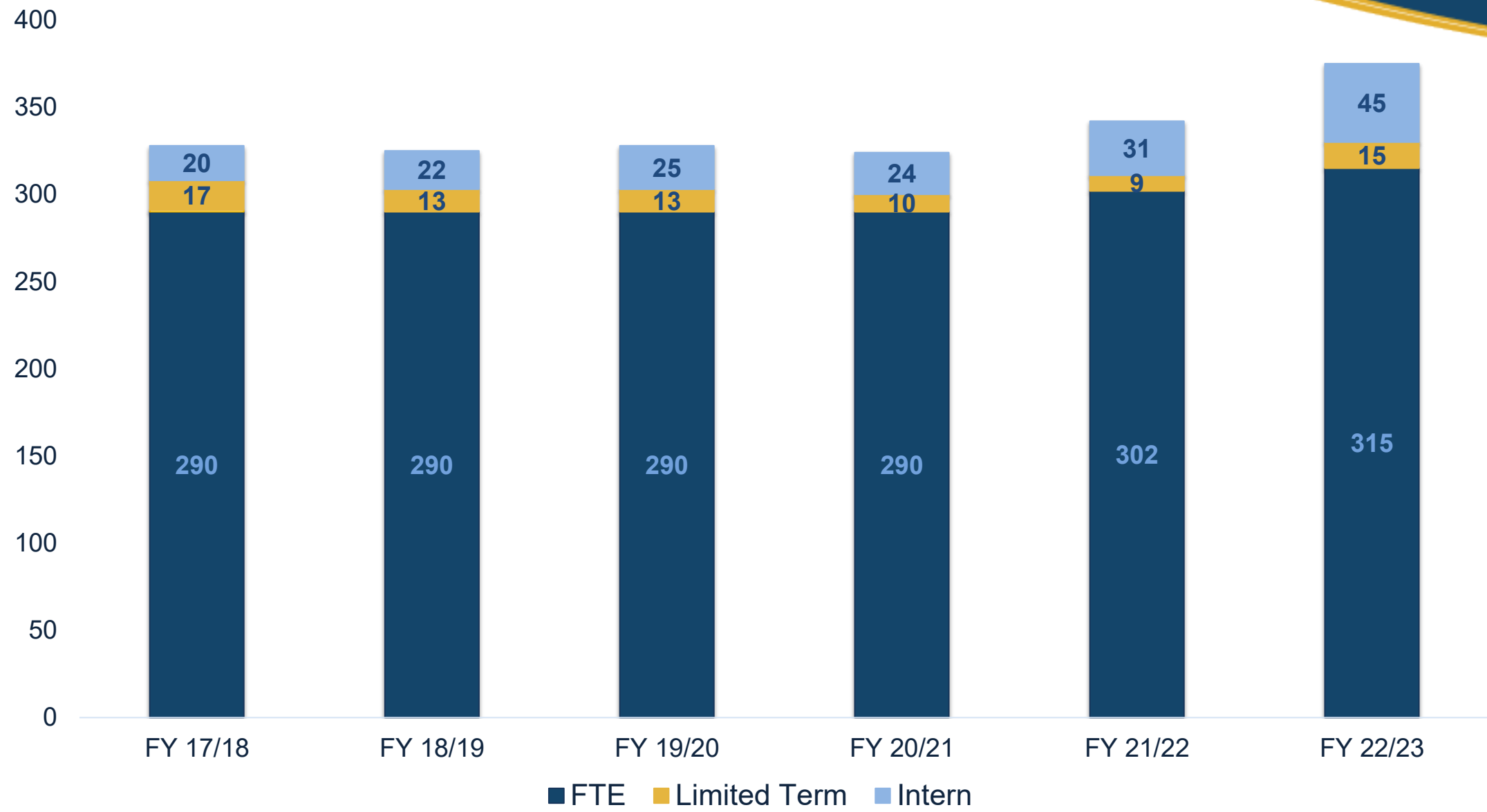
2. Workforce Development



Workforce Overview



Workforce Overview



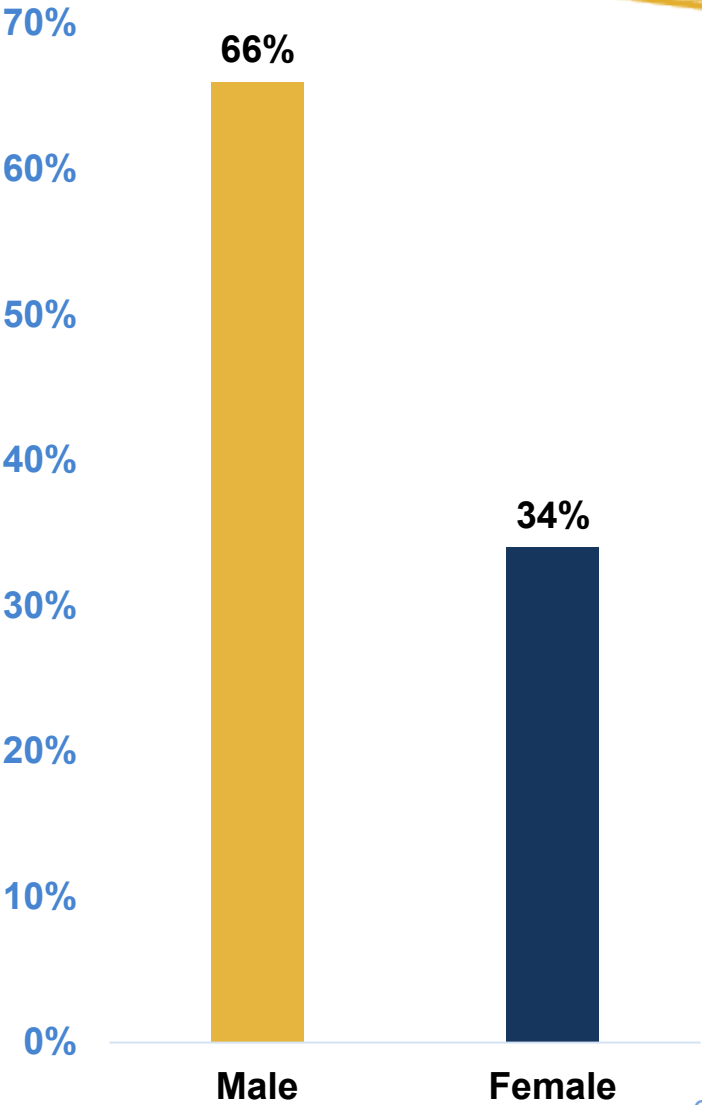
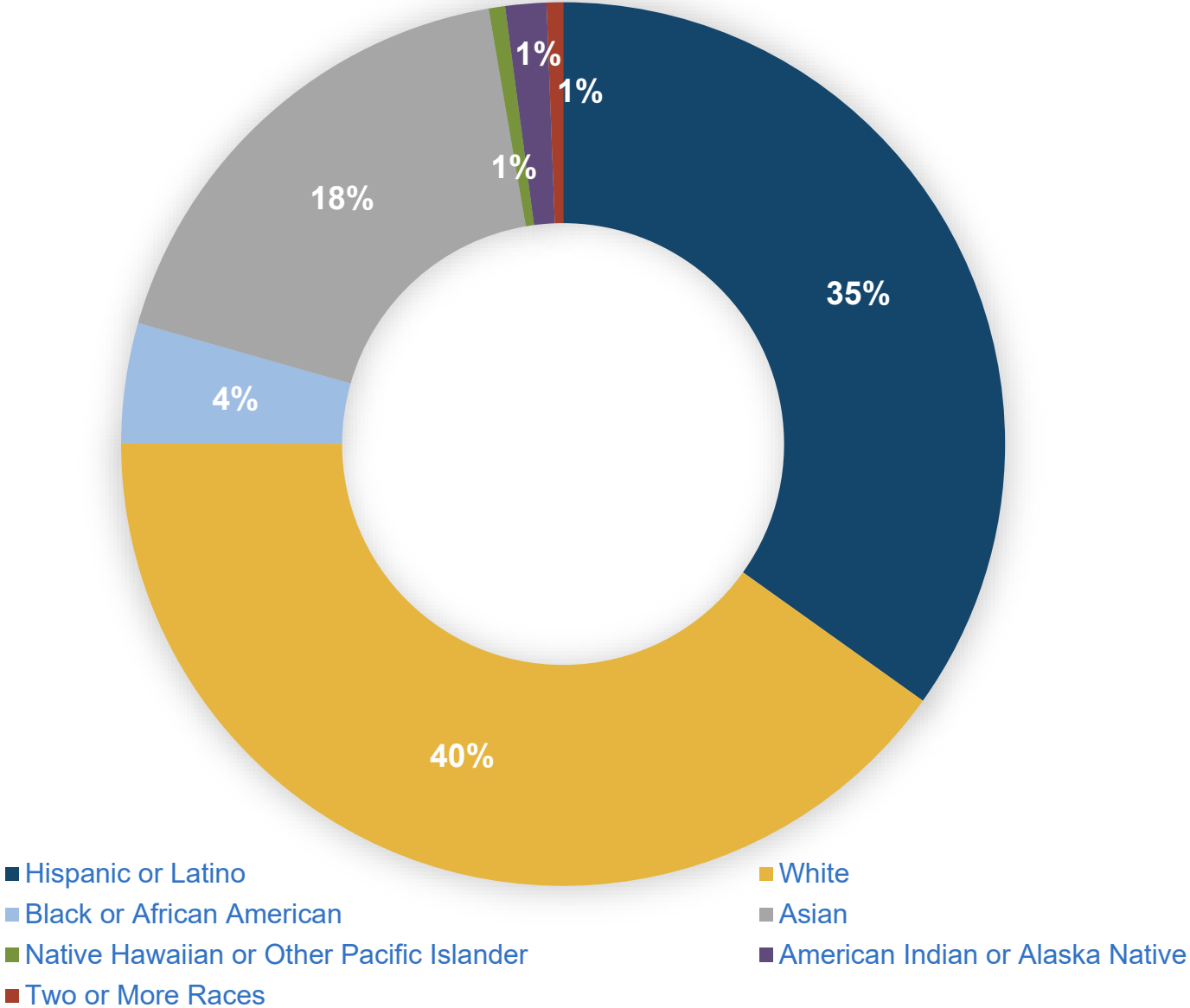
Vacancies

- All FTE positions are allocated
- Considerations:
 - Program or initiative
 - Reduced liability
 - Elimination of single point of failure
 - Opportunity for professional development
 - Work-life balance



Demographics (Agencywide)

Percentages throughout the presentation are rounded and sum may not equal 100%.



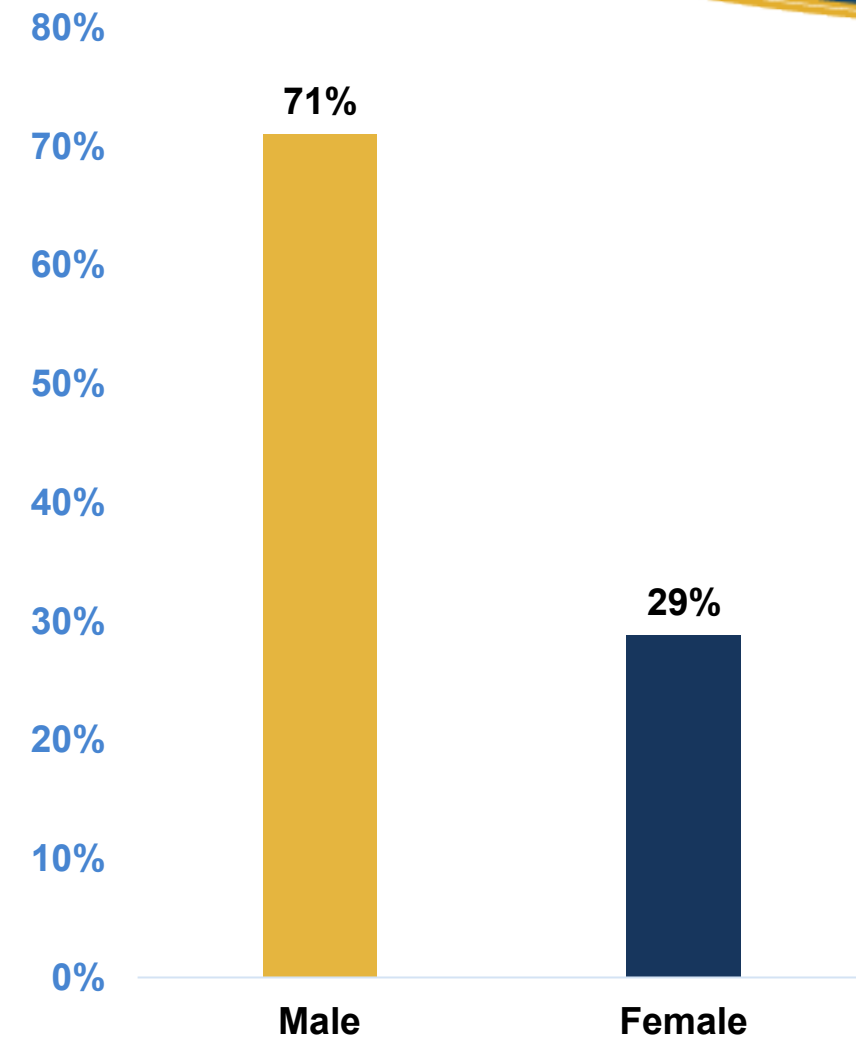
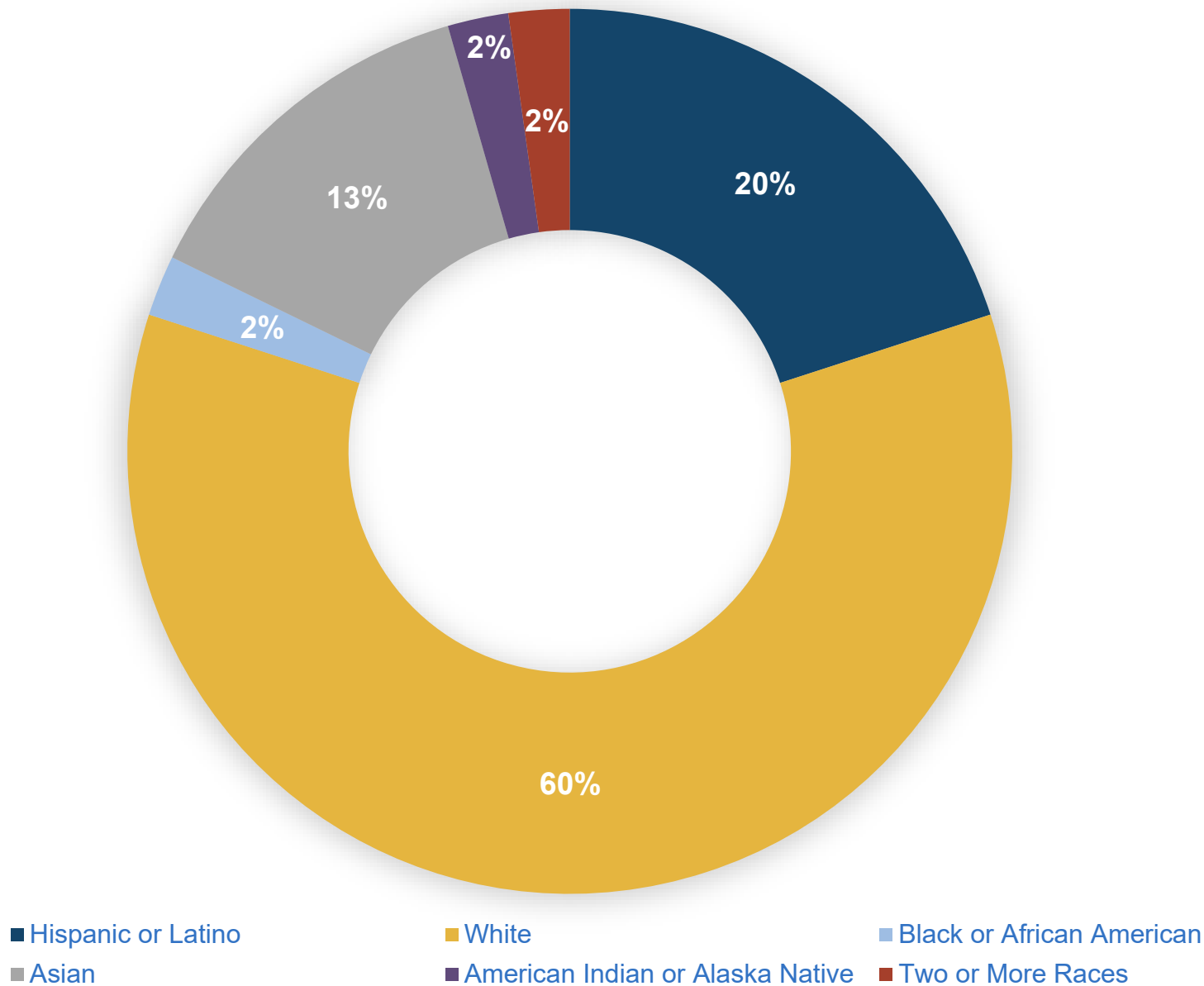
Job Categories

- Officials and Administrators (43)
- Professionals (114)
- Technicians (14)
- Paraprofessionals (23)
- Administrative Support (8)
- Skilled Craft (101)
- Service-Maintenance (12)



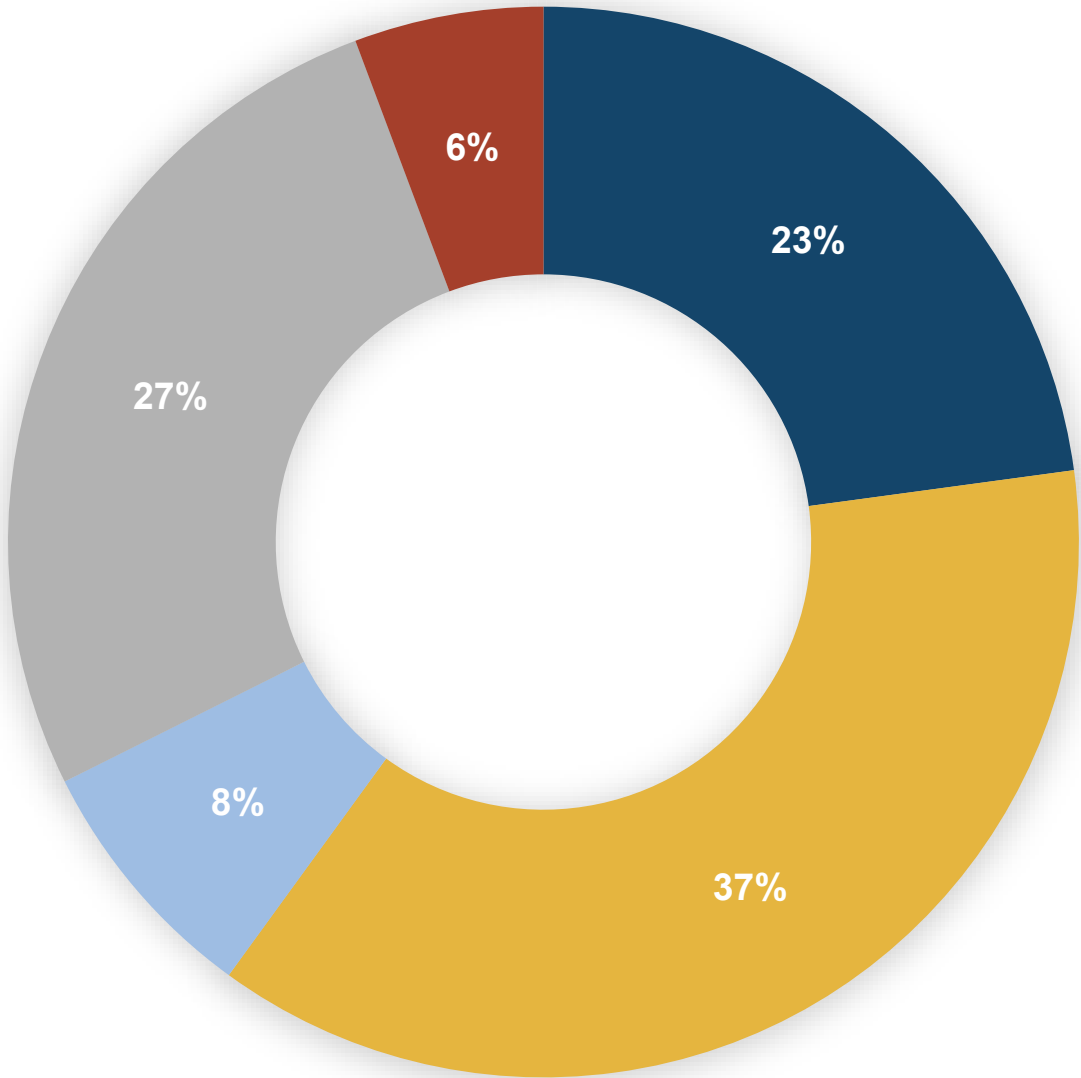
Demographics (Job Category)

Officials and Administrators

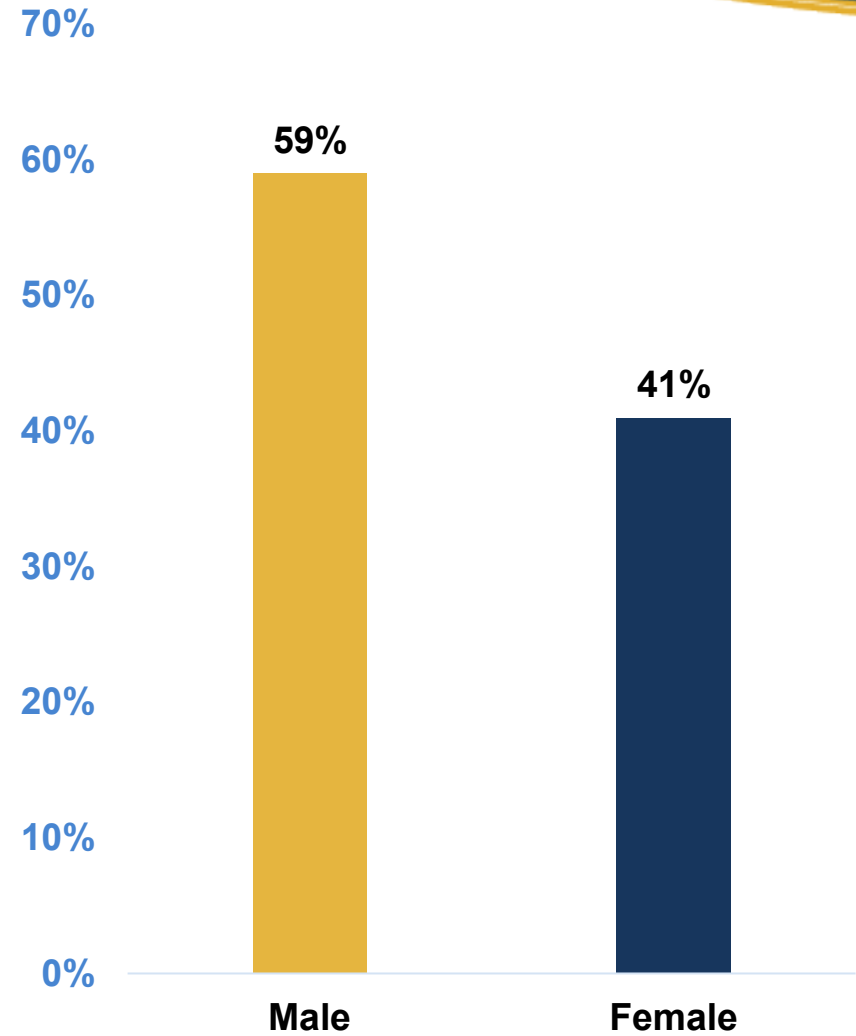


Demographics (Job Category)

Professionals

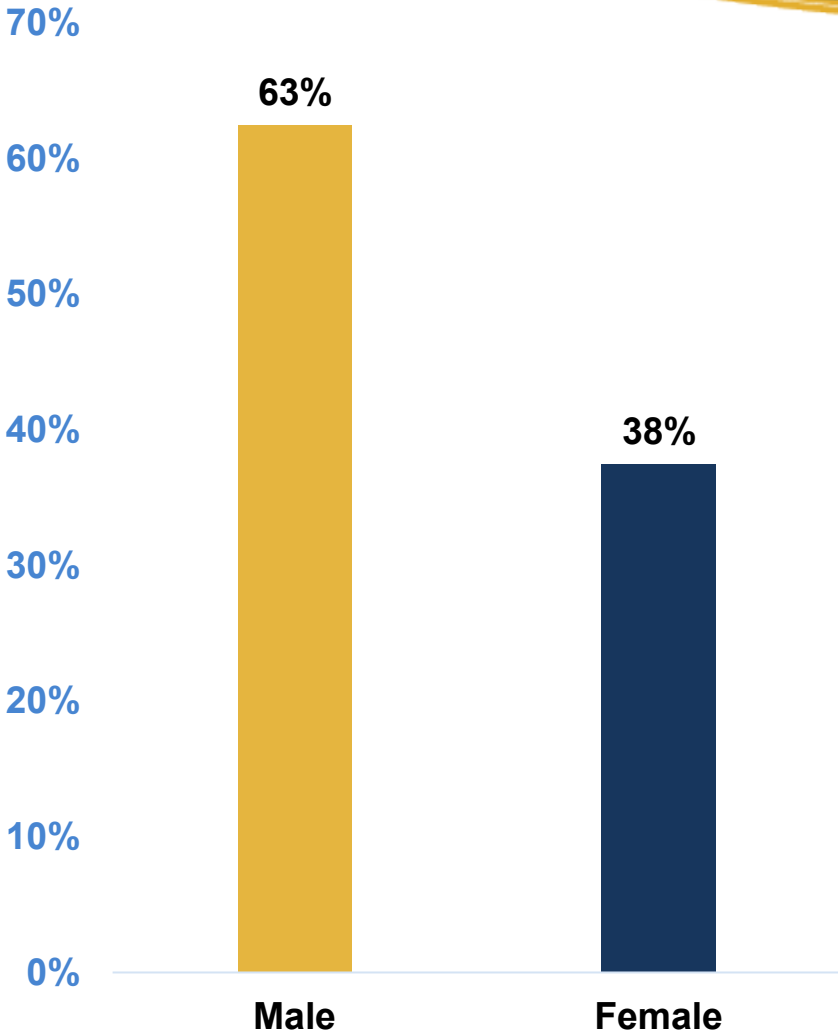
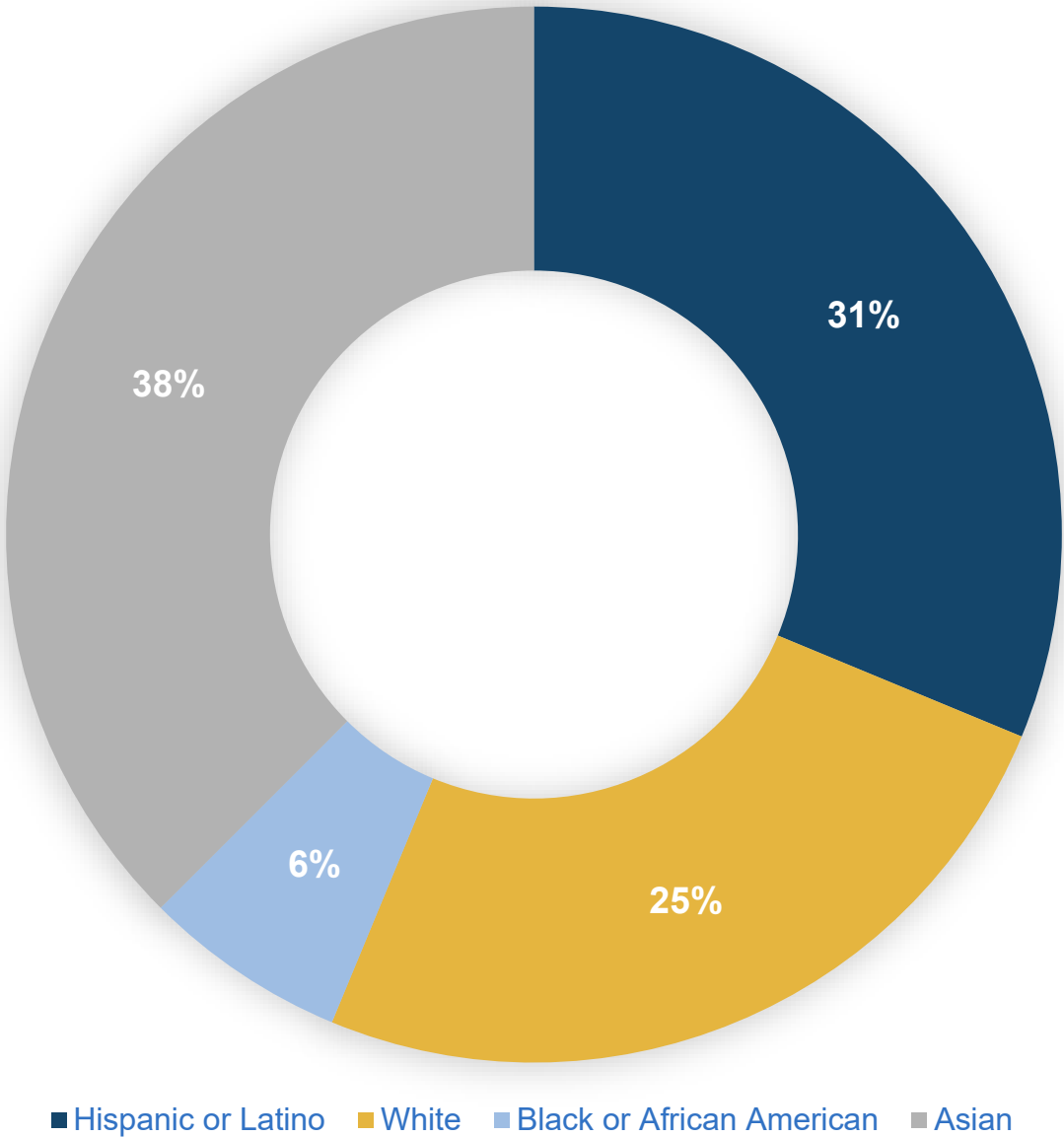


■ Hispanic or Latino ■ White ■ Black or African American ■ Asian ■ Two or More Races



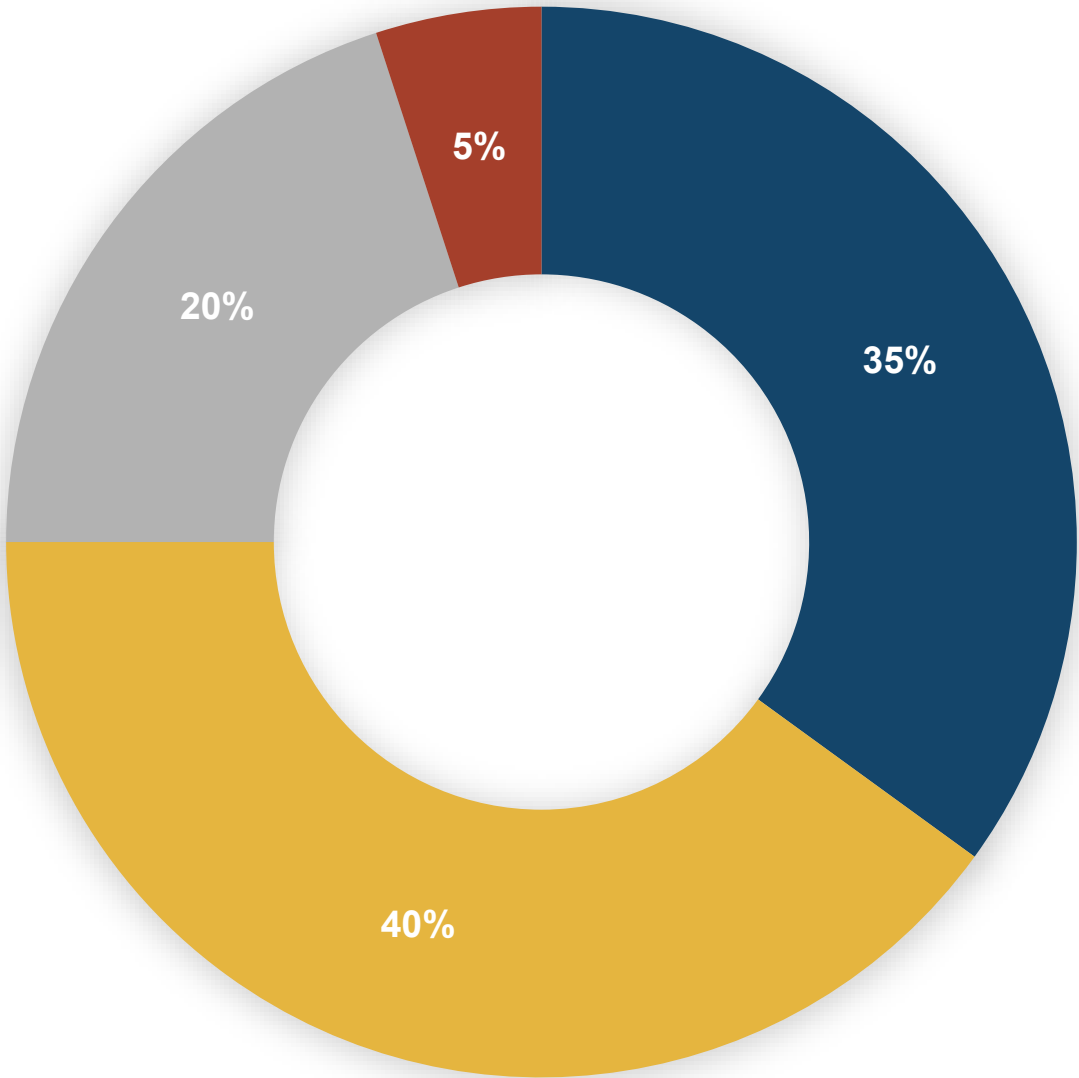
Demographics (Job Category)

Technicians

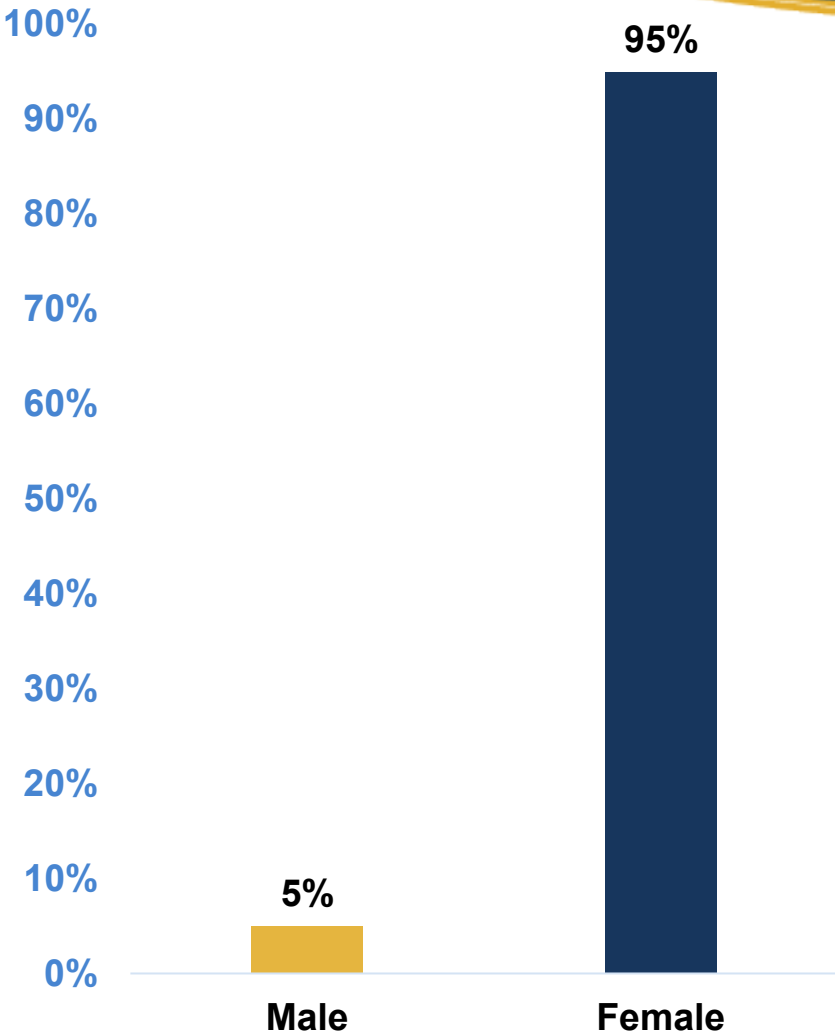


Demographics (Job Category)

Paraprofessionals

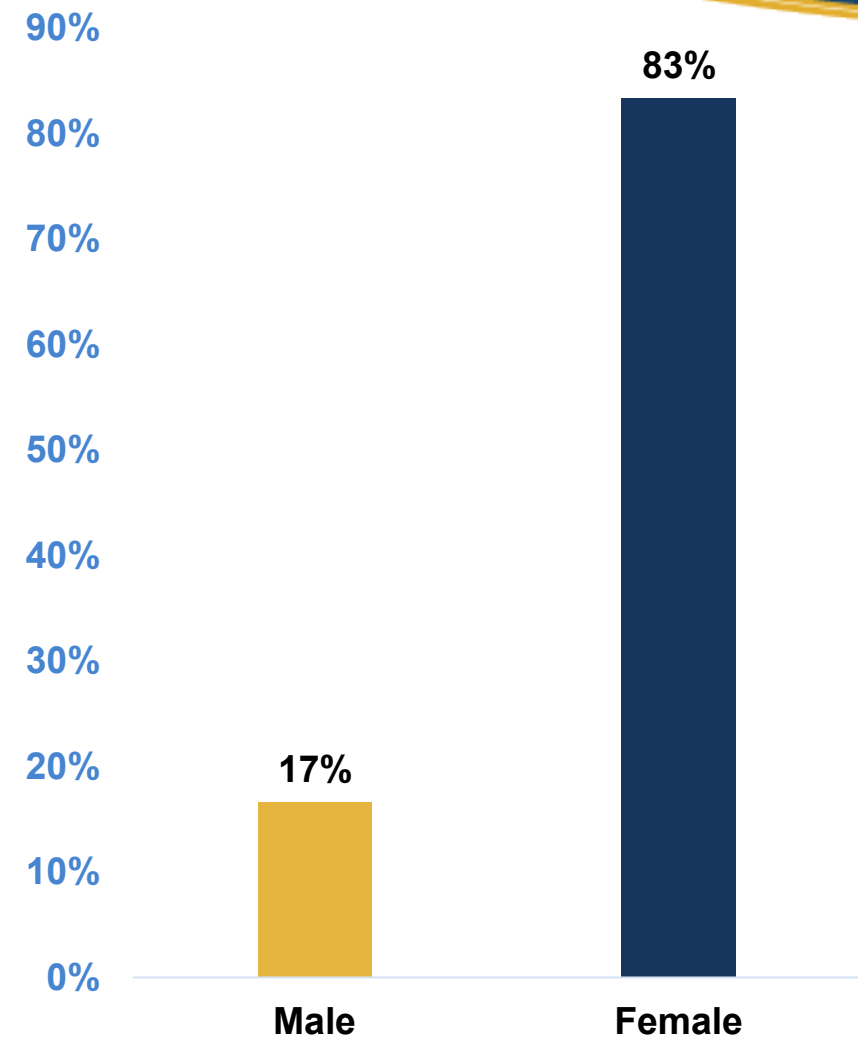
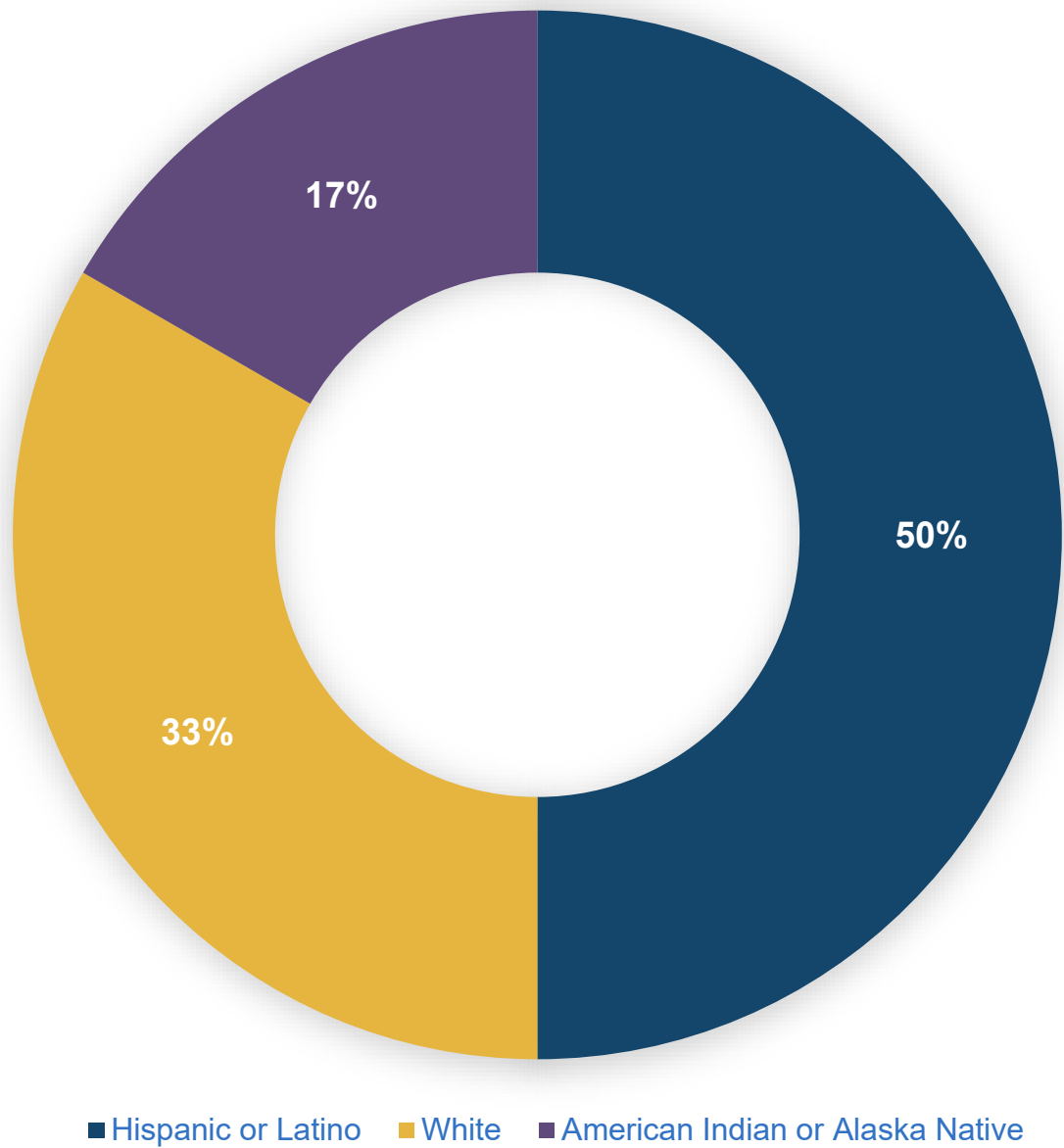


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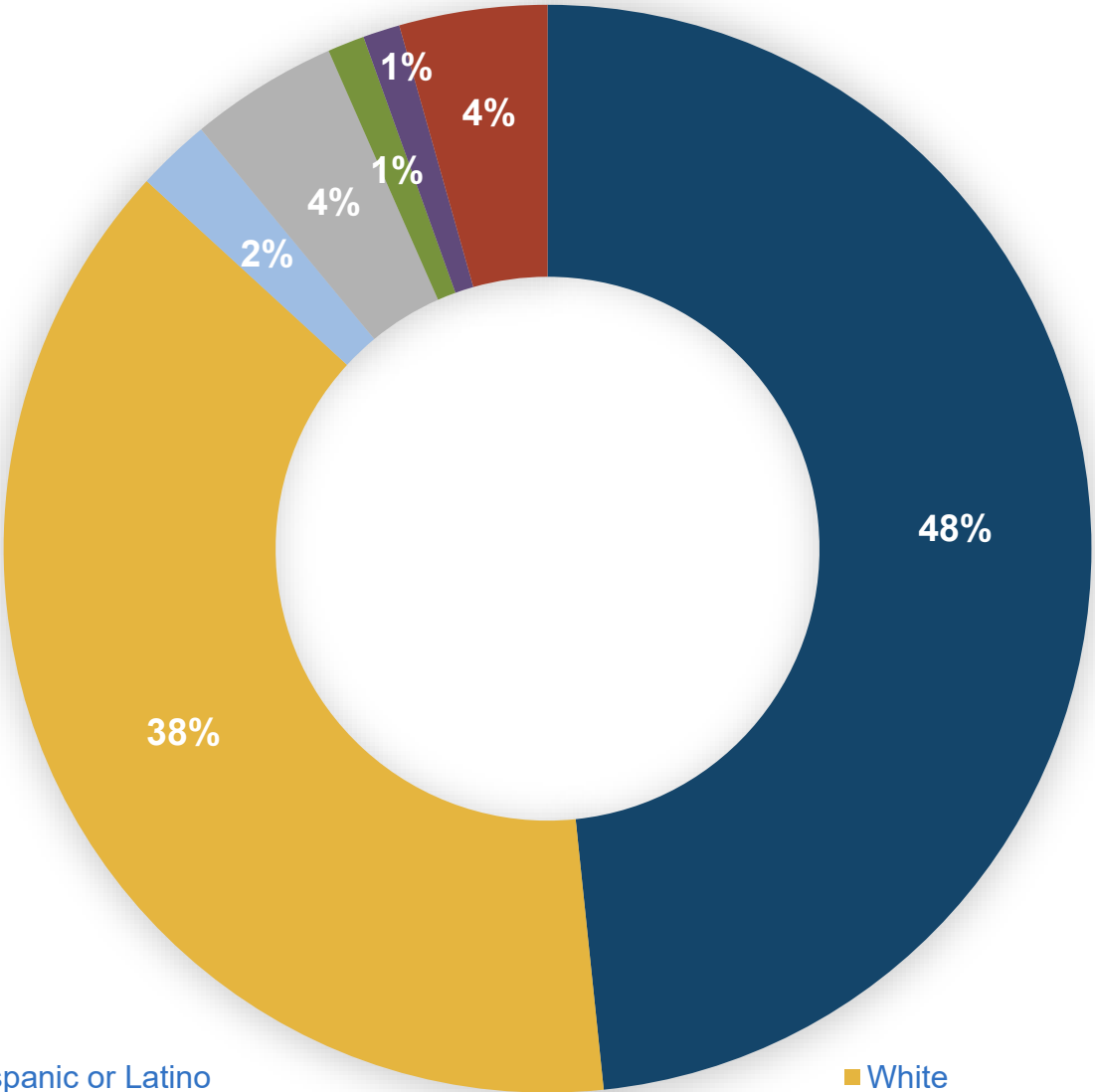
Demographics (Job Category)

Administrative Support

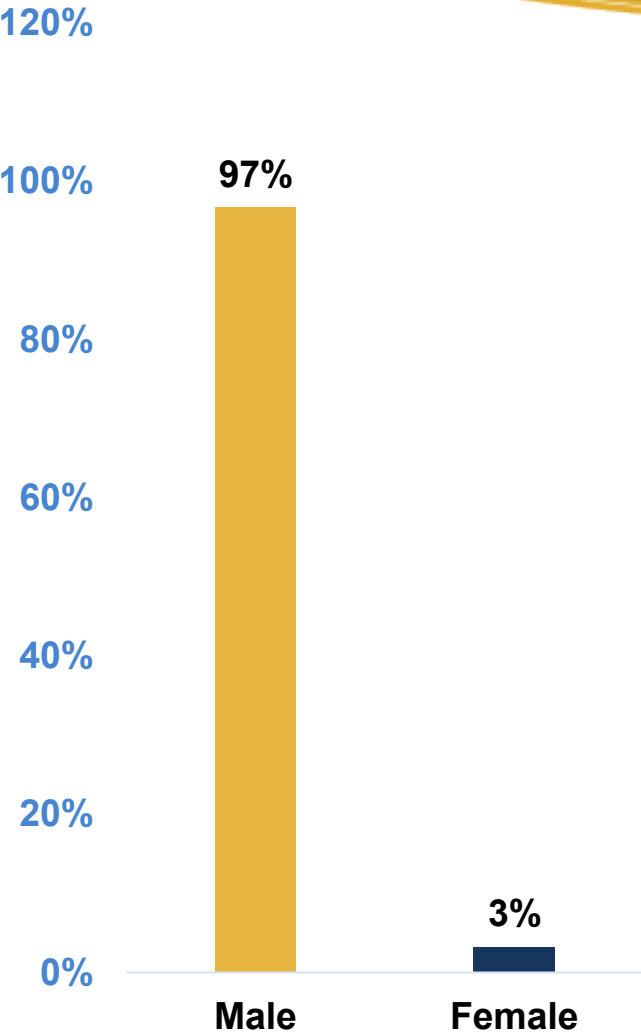


Demographics (Job Category)

Skilled Craft

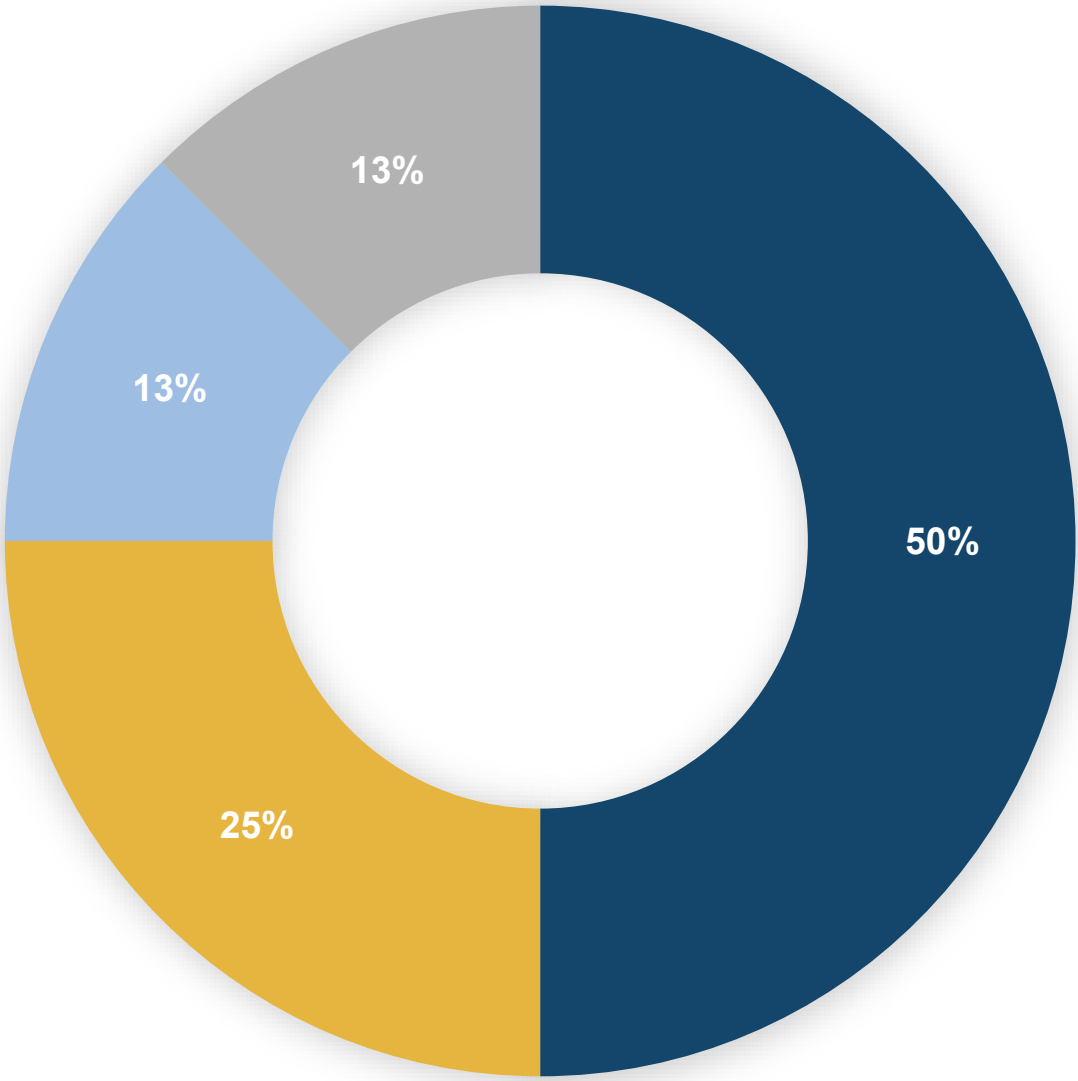


- Hispanic or Latino
- Black or African American
- Native Hawaiian or Other Pacific Islander
- Two or More Races
- White
- Asian
- American Indian or Alaska Native

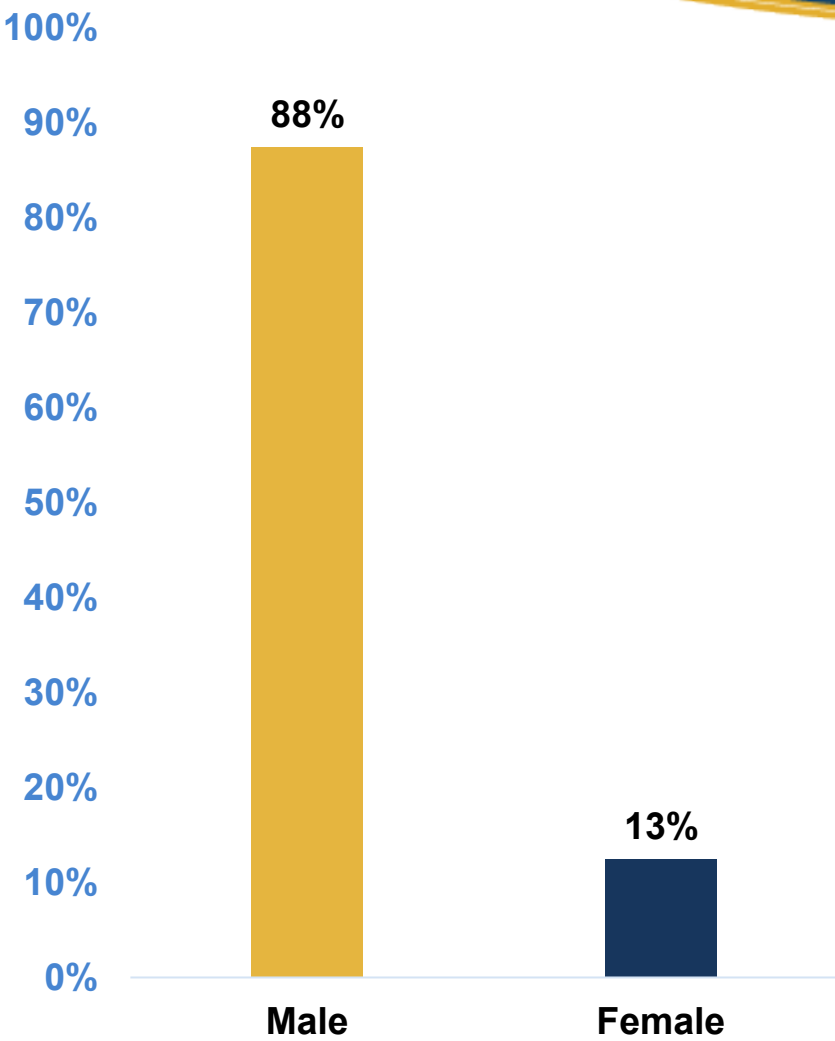


Demographics (Job Category)

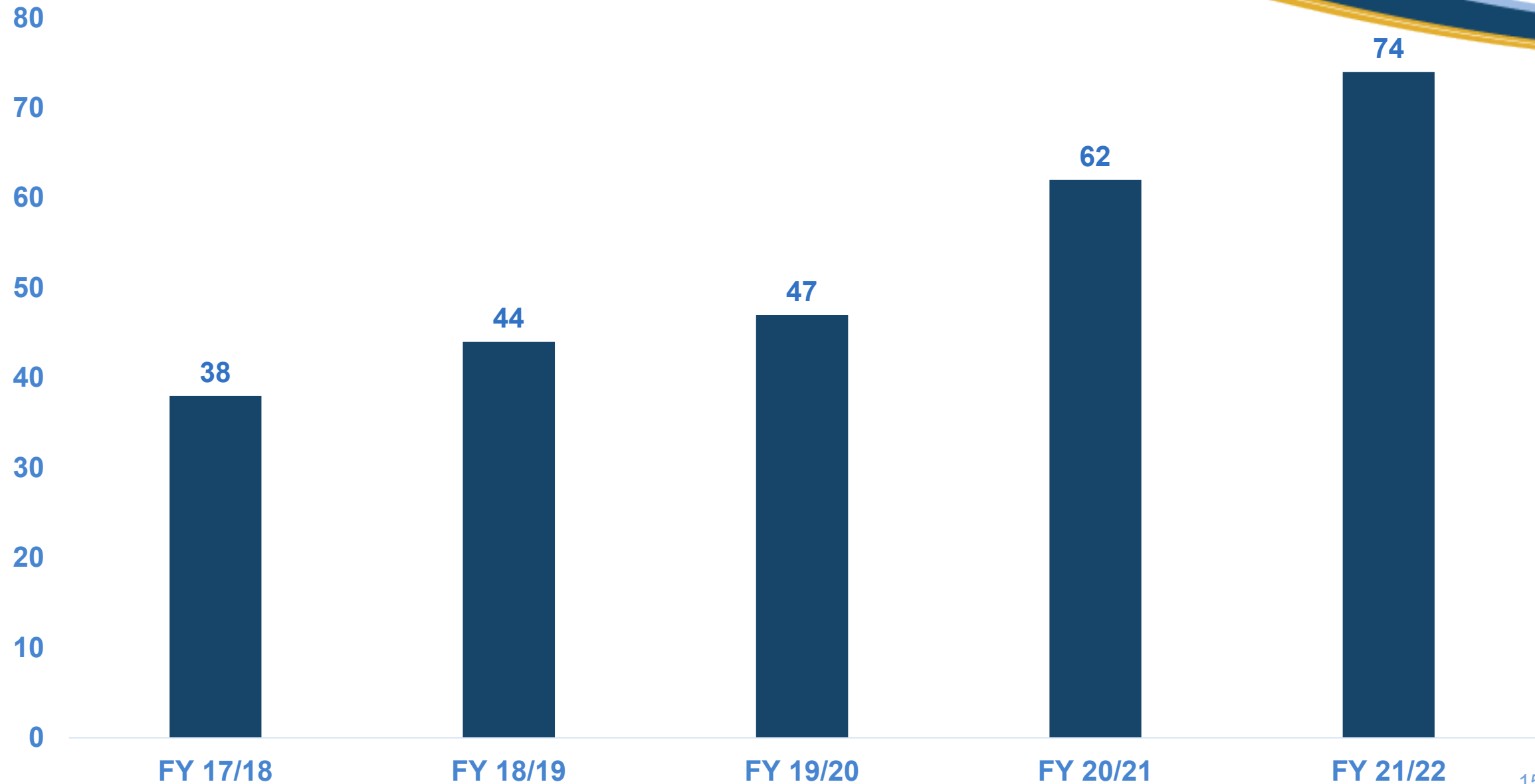
Service-Maintenance



■ Hispanic or Latino ■ White ■ Black or African American ■ Asian



Recruitments



Talent Acquisition Trends

| What Candidates Care About the Most



Workforce Development



Organization

Workforce Planning

Workforce Management

Leveraging Technology

Workforce Development



People

Talent Acquisition

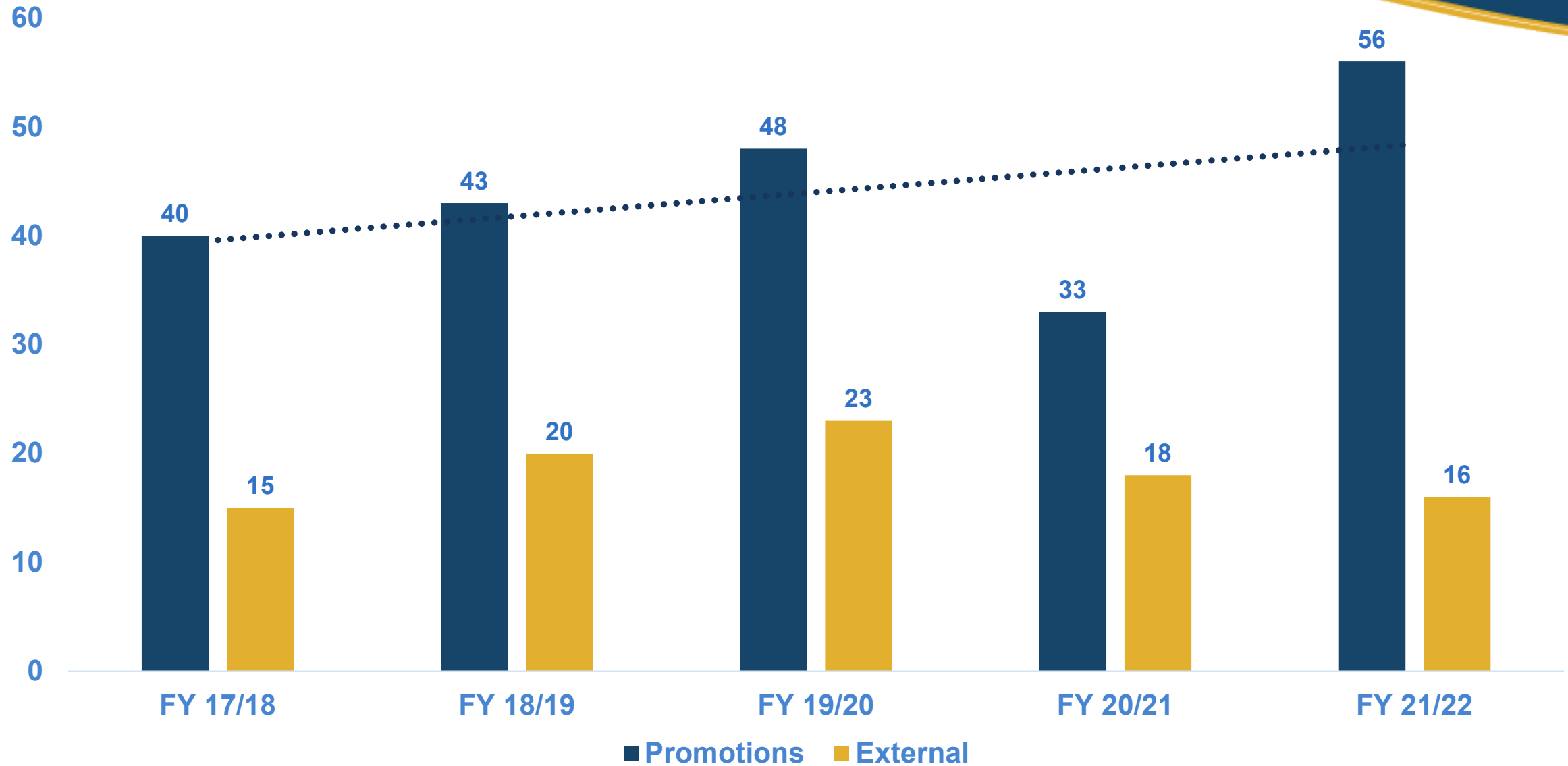
Employee Engagement

Learning and Development

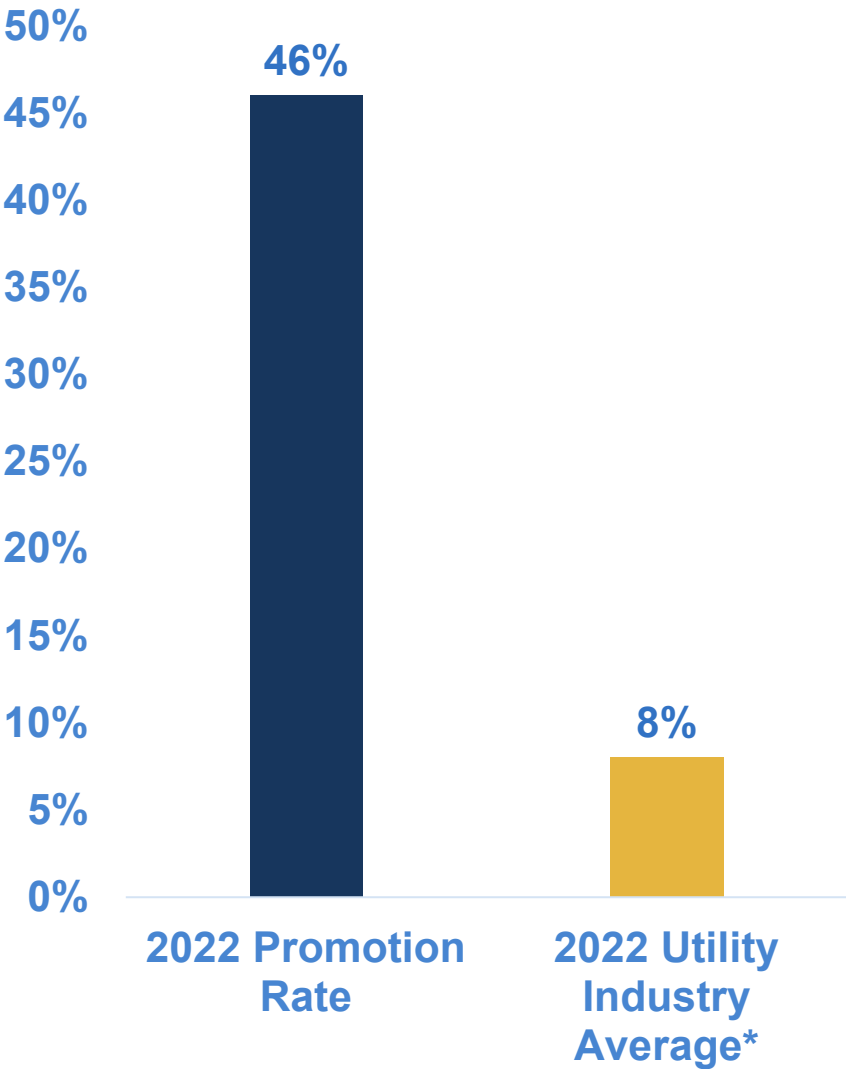
Total Rewards



Promotions



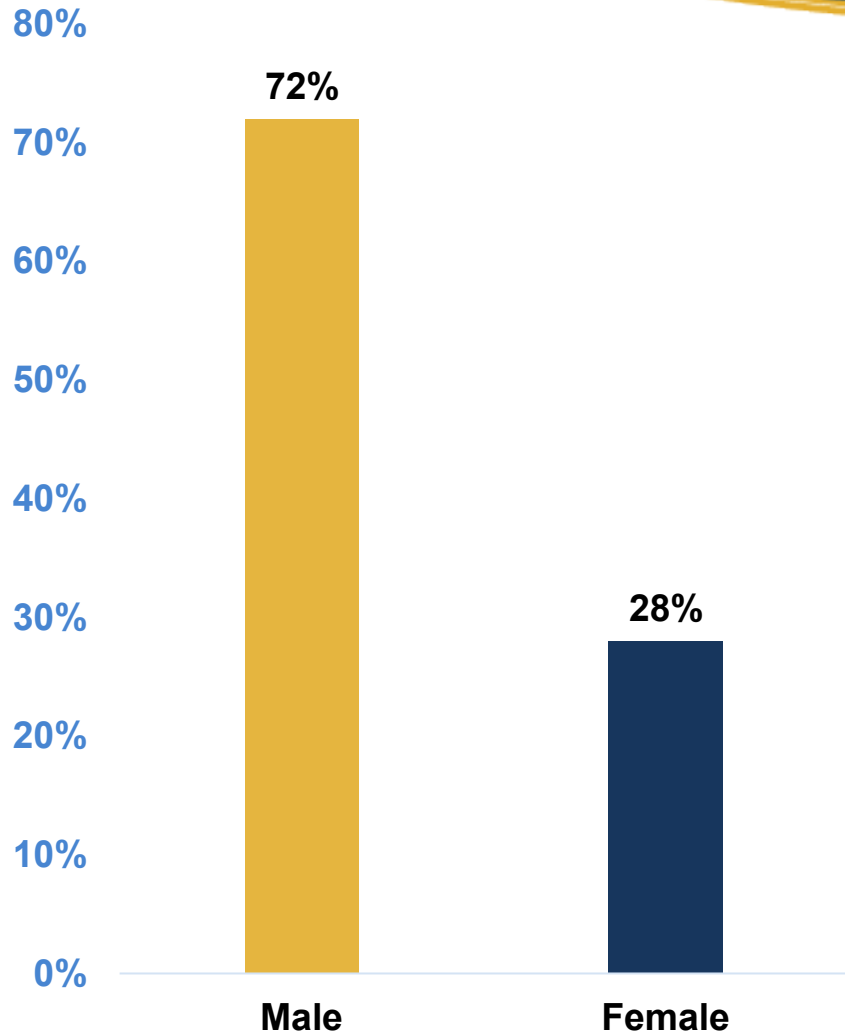
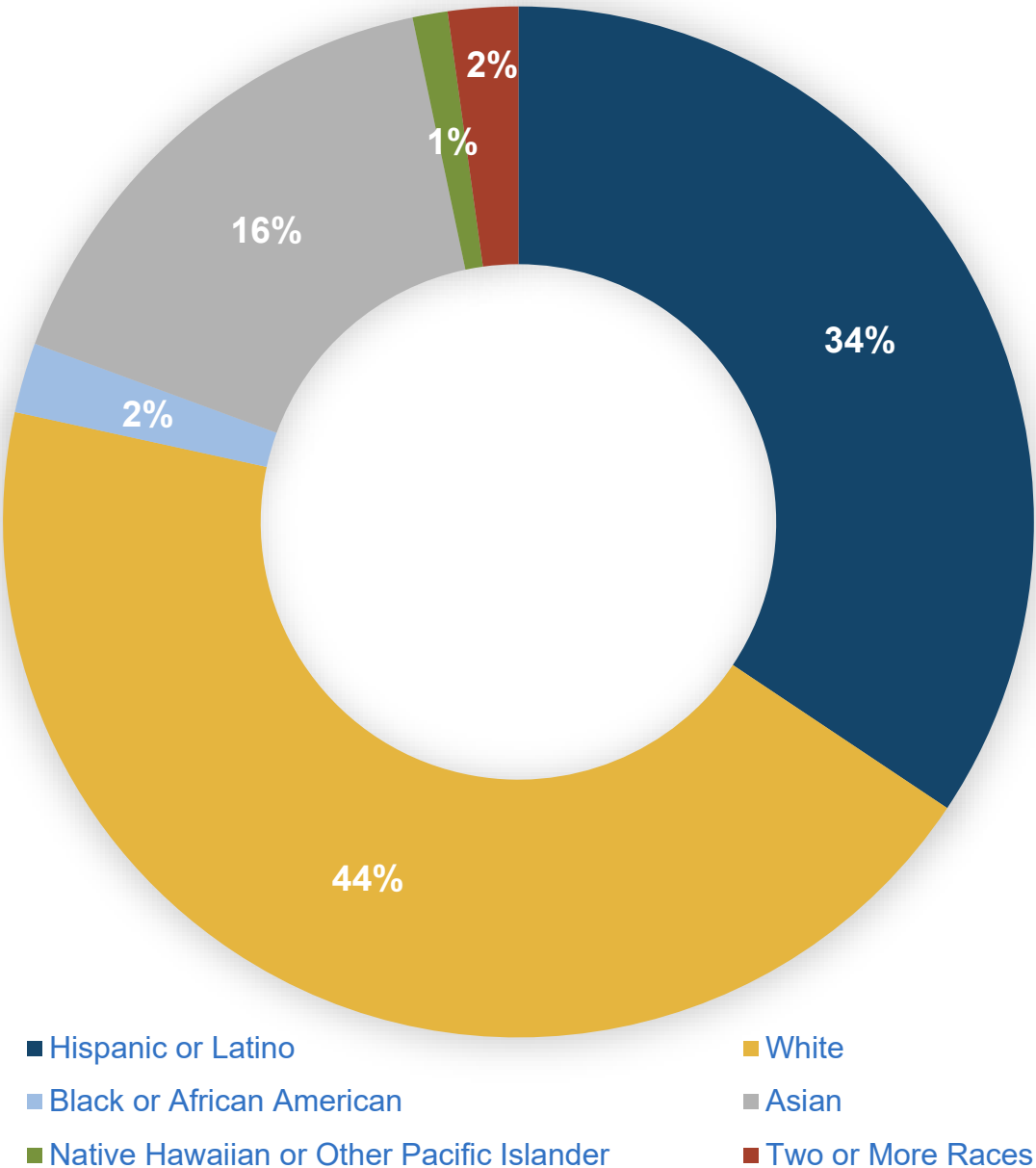
Promotions (Industry Comparison)



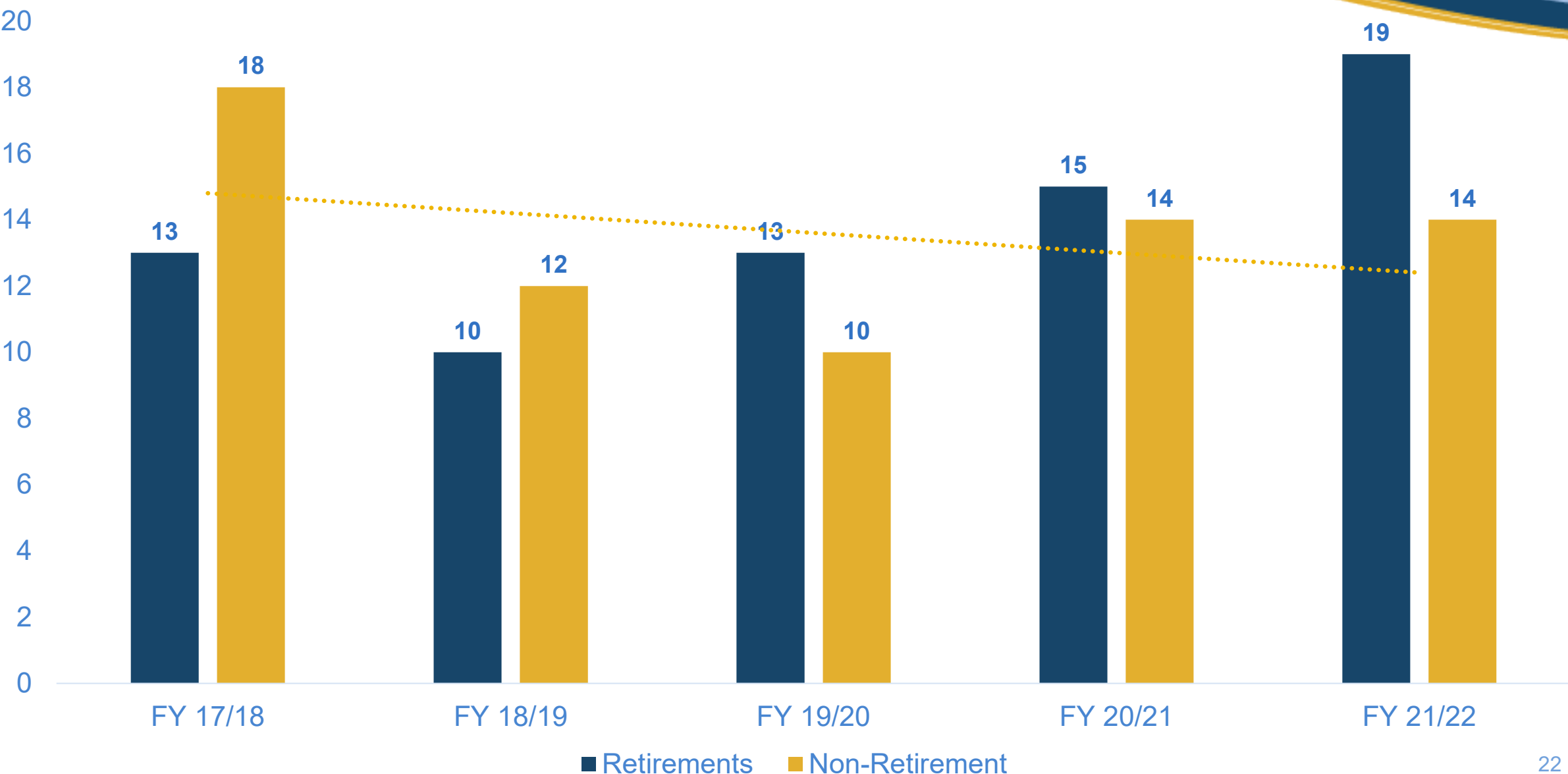
	n	25th Percentile	Median	75th Percentile	Average
Promotion rate	119	2%	5%	10%	8%

*Society for Human Resources Management, 2022, SHRM Benchmarking: Human Capital Report (Industry: Utilities), www.shrm.org

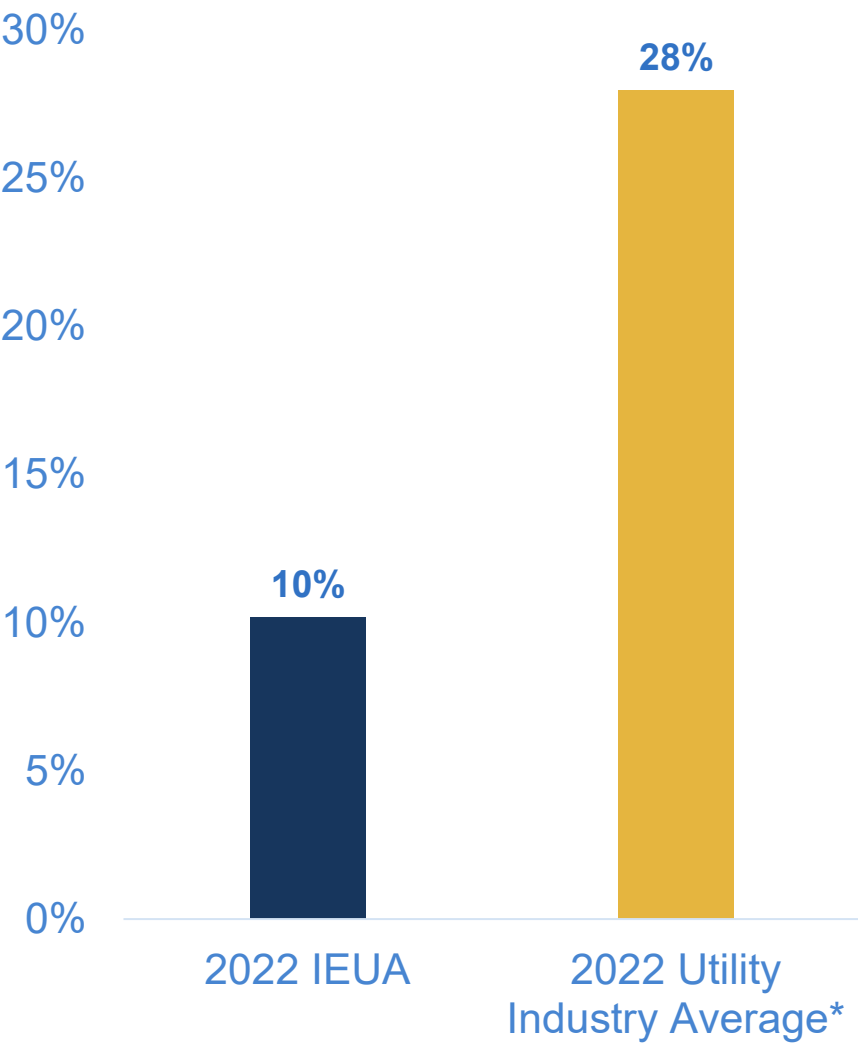
Promotions



Separations



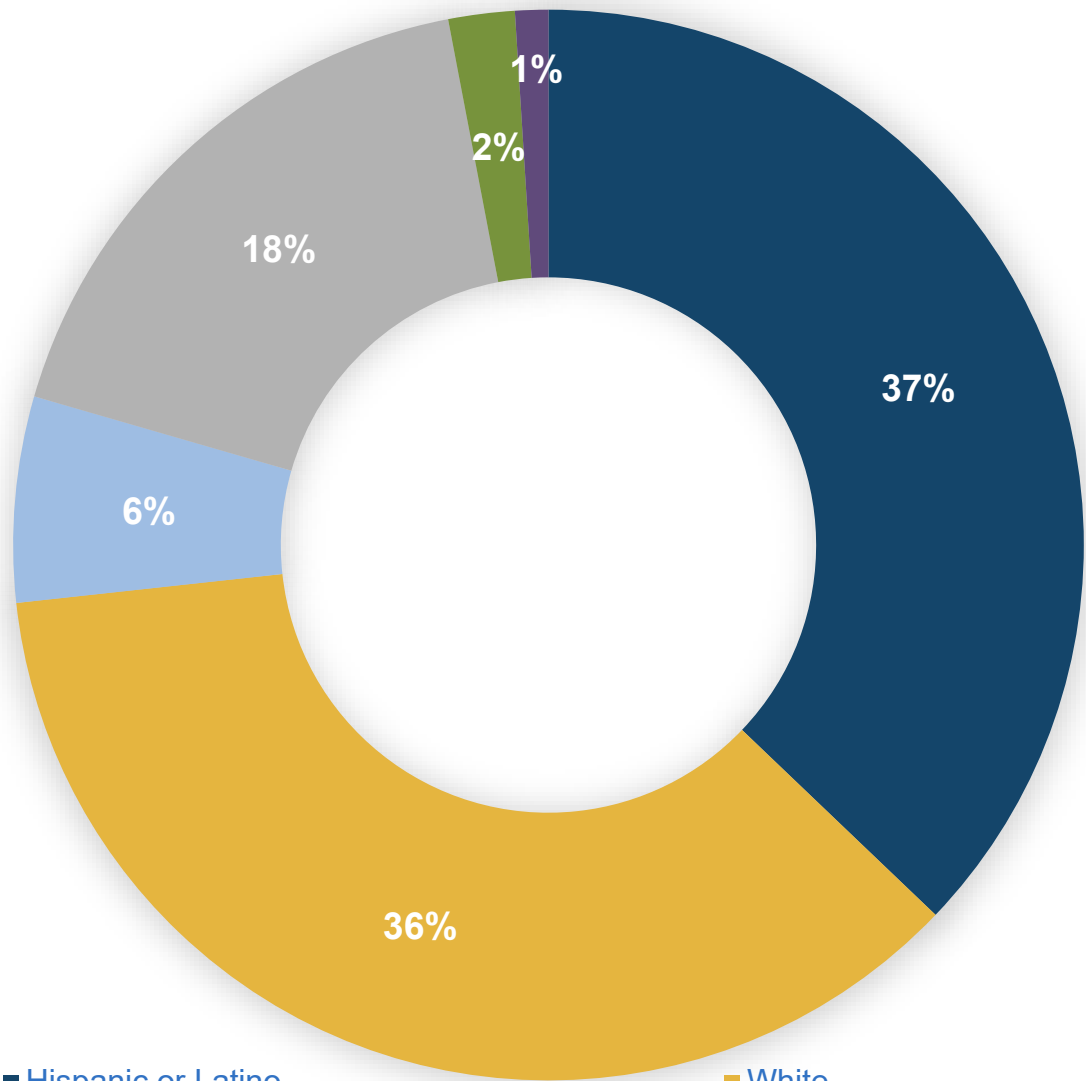
Separations (Industry Comparison)



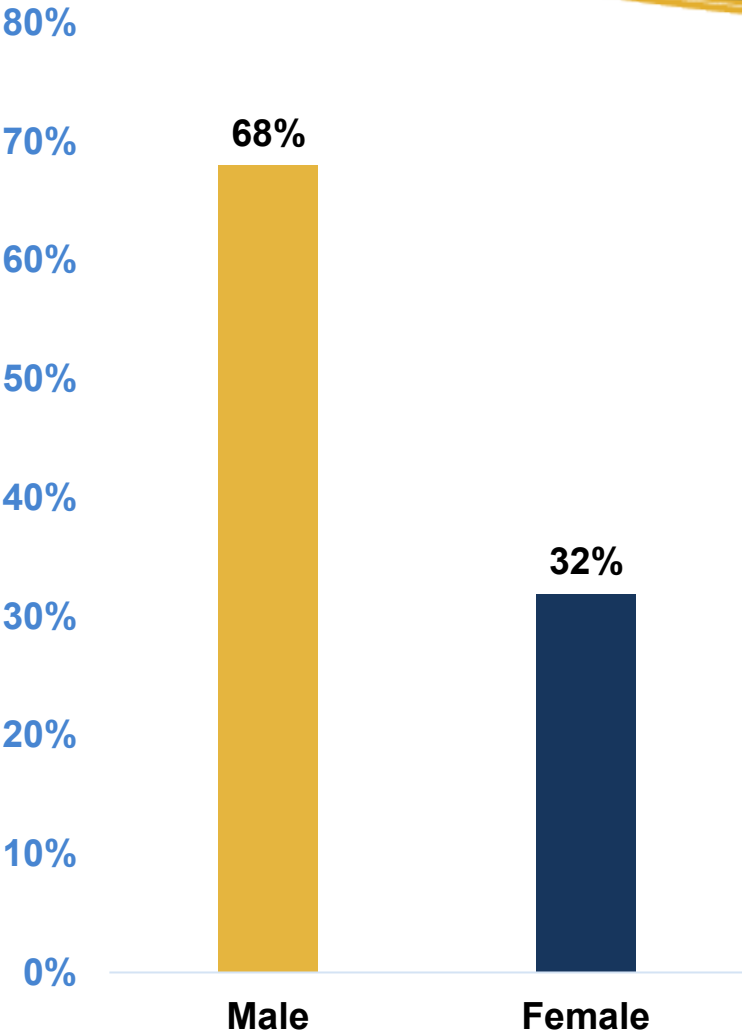
	n	25th Percentile	Median	75th Percentile	Average
Annual overall turnover rate	122	7%	13%	33%	28%

*Society for Human Resources Management, 2022, SHRM Benchmarking: Human Capital Report (Industry: Utilities), www.shrm.org

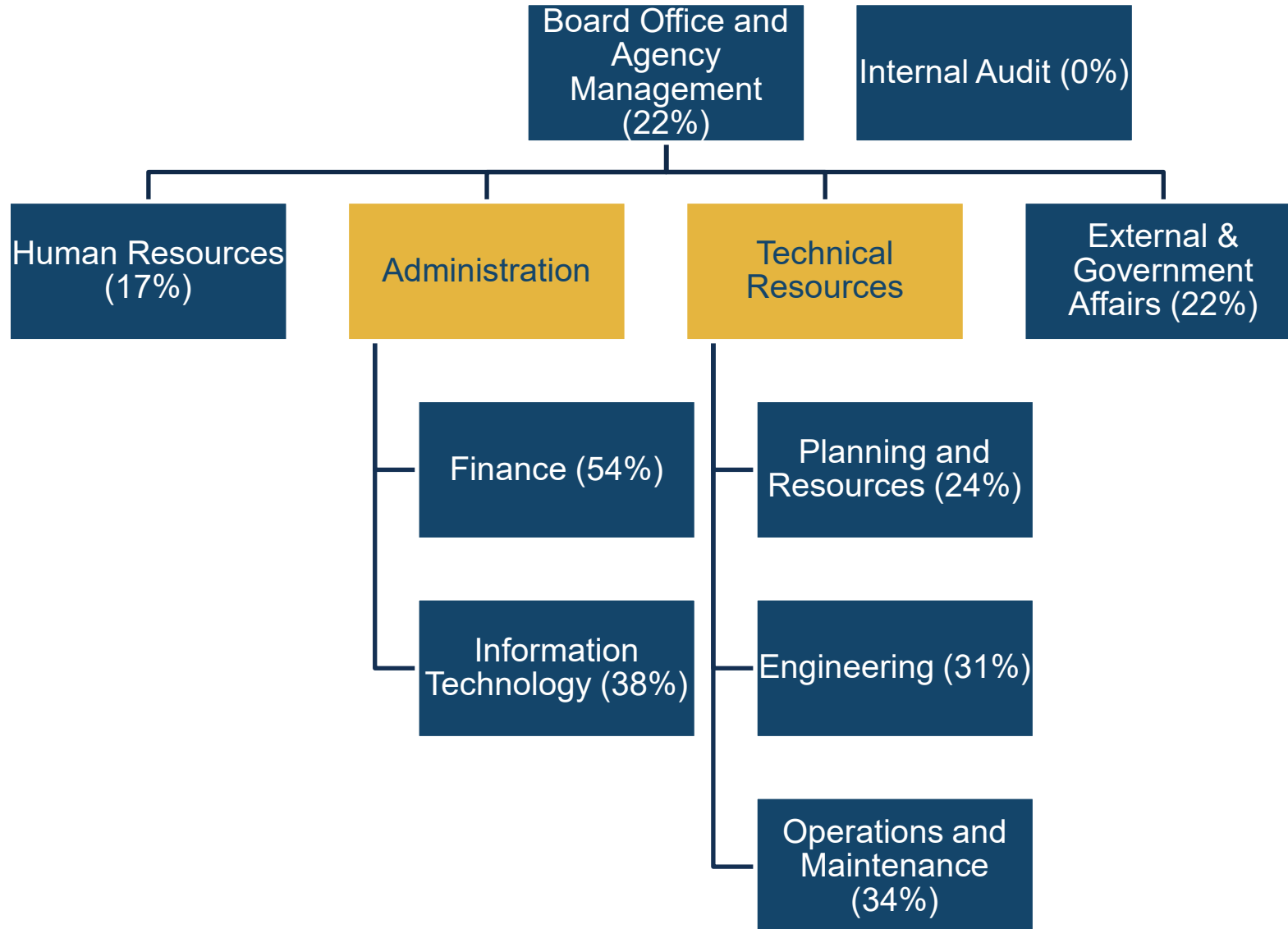
Separations



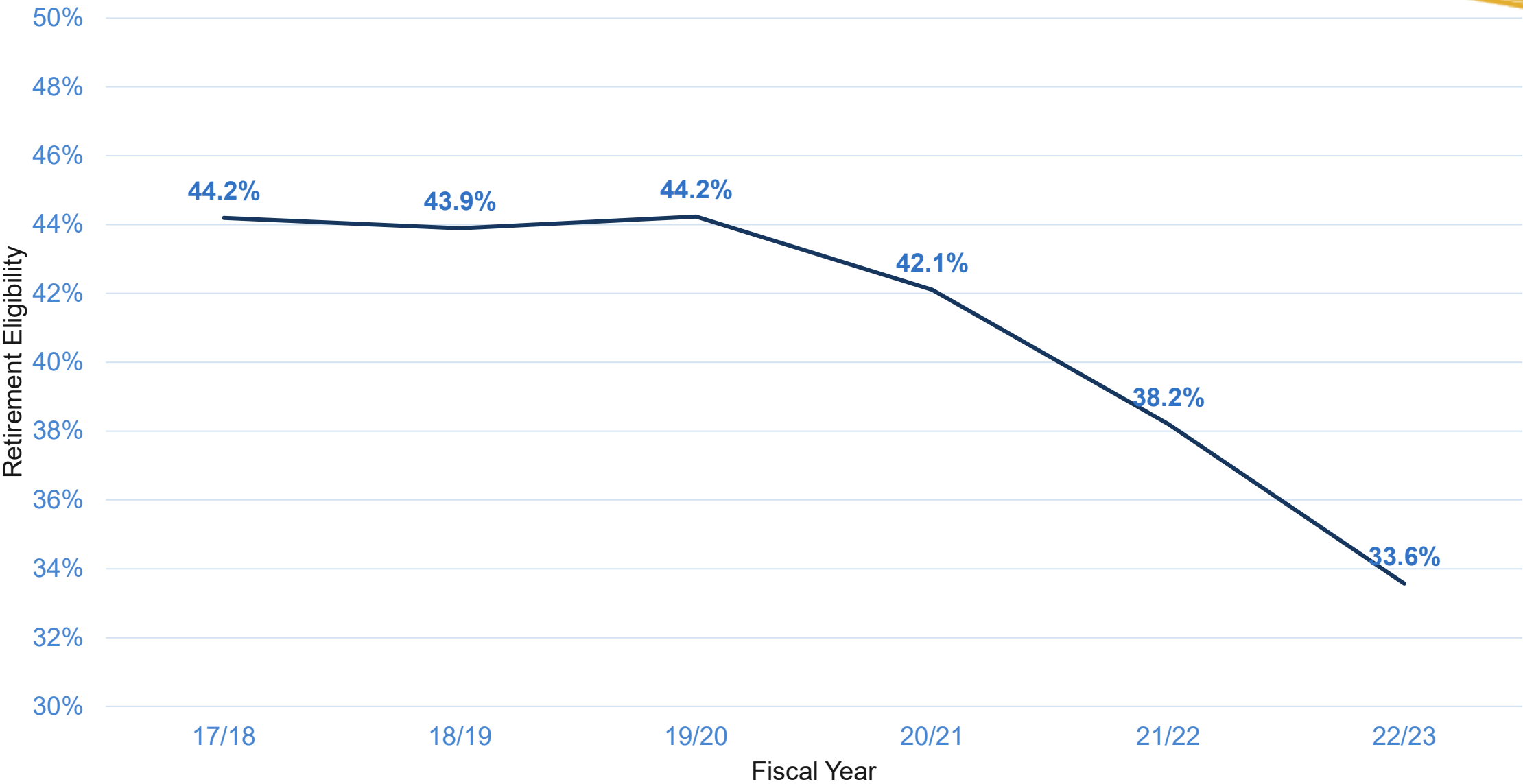
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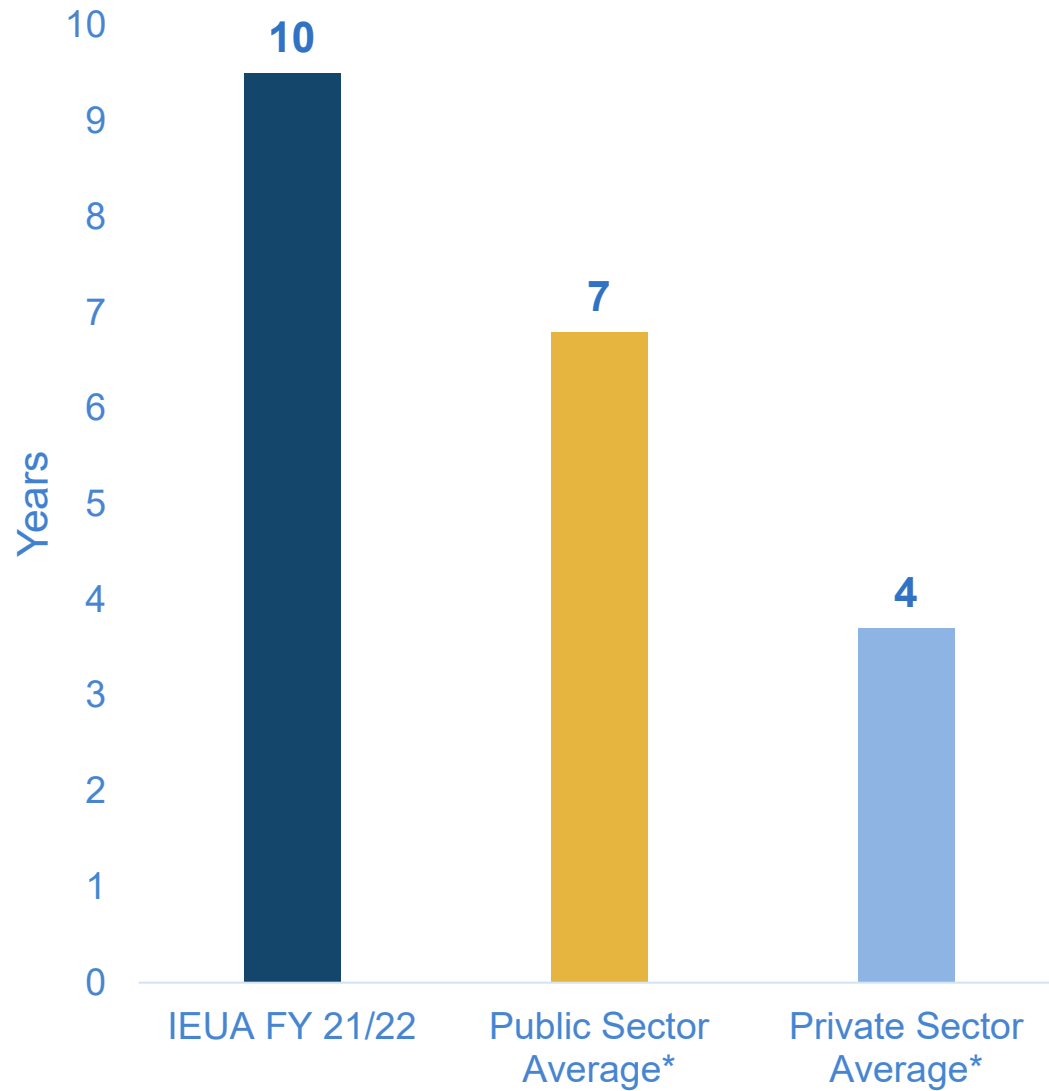
Retirement Eligibility



Retirement Eligibility



Tenure



*Bureau of Labor Statistics, 2022, Employee Tenure in 2022, www.bls.gov



Questions ?



**Thank
You**