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
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.
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%
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
  o Assembly Bill 5 (2020)
  o Dynamex Operations West v. Superior Court of Los Angeles (2018)
  o S. G. Borello & Sons v. Department of Industrial Relations (1989)

• Agency Liability
  o 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 Table

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

### Operator Qualification Levels

<table>
<thead>
<tr>
<th>Wastewater Treatment Plant Classification</th>
<th>Minimum Grade Level of Chief Plant Operator</th>
<th>Minimum Grade Level of Designated Operator-in-Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
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<td>V</td>
<td>III</td>
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</tbody>
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**Inland Empire Utilities Agency**

**A Municipal Water District**

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## Operations

Grade III Certification Requirements

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