

**NOTICE OF A REGULAR MEETING  
OF THE OLIVENHAIN MUNICIPAL WATER DISTRICT'S  
PERSONNEL COMMITTEE**

**1966 Olivenhain Road, Encinitas, CA 92024  
Tel: (760) 753-6466 • Fax: (760) 753-1971  
VIA TELECONFERENCE AND IN PERSON**

Pursuant to AB 3035, effective January 1, 2003, any person who requires a disability related modification or accommodation in order to participate in a public meeting shall make such a request in writing to the District for immediate consideration.

DATE: March 18, 2025

**TIME: 3:30 p.m.**

PLACE: HYBRID REGULAR MEETING VIA ZOOM AND IN PERSON

The meeting is being held virtually as a convenience to the public. The meeting will not stop or suspend its in-person meeting should a technological interruption occur with respect to the Zoom or call in options listed on the agenda.

**For Zoom Participation:**

[www.zoom.us/join](http://www.zoom.us/join)  
Meeting ID: 880 4470 2484  
Password: 905102

**For Zoom Call-in Only:**

Call: (669) 444-9171  
Meeting ID: 880 4470 2484  
Password: 905102

**Public Participation/Comment:** Members of the public can participate in the meeting by emailing your comments on an agenda item to the Human Resources Manager at [jjoslin@olivenhain.com](mailto:jjoslin@olivenhain.com) or address the committee directly in real-time under the public comments section. If you do not receive a confirmation email that your comment has been received, please call (760) 632-4210 or address the committee under the public comments section to ensure that your comments are heard in real-time. The subject line of your email should clearly state the item number you are commenting on and should include your name and phone number. All comments will be emailed to the Personnel Committee.

*Note: Items On The Agenda May Be Taken Out Of Sequential Order As Their  
Priority Is Determined By The Committee*

1. Call to Order
2. Roll Call (Board Members)

3. Adoption of Agenda
4. Public Comments
5. Consider Approval of the Minutes of the March 6, 2025 Regular Meeting of the Board Personnel Committee
6. Review the Annual Update to the Five-Year Staffing Analysis
7. Closed Session - Review the Employee Turnover Data Informational Report [PURSUANT TO GOVERNMENT CODE SECTION 54957.6] • Additional Facts: MOU Negotiations Follow-Up
8. Adjournment

**MEETING MINUTES OF THE  
OLIVENHAIN MUNICIPAL WATER DISTRICT'S  
PERSONNEL COMMITTEE**

**March 6, 2025**

A Personnel Committee of the Olivenhain Municipal Water District was held on March 6, 2025, at the District office, 1966 Olivenhain Road, Encinitas, California and via teleconference.

General Manager Thorner called the meeting to order at 8:35 a.m. In attendance were Neal Meyers, Board Vice President; Christy Guerin, Board Secretary; Kimberly Thorner, General Manager; and Jennifer Joslin, Human Resources Manager.

1. ADOPTION OF THE AGENDA

Director Guerin moved to adopt the agenda, seconded by Director Meyers and carried unanimously.

2. PUBLIC COMMENTS

There were no public comments.

3. APPROVAL OF THE MINUTES OF THE MARCH 18, 2024 REGULAR MEETING OF THE BOARD PERSONNEL COMMITTEE

Director Guerin moved to approve the meeting minutes from March 18, 2024 and seconded by General Manager Thorner (Director Meyers abstained as he was not present at the meeting).

4. CLOSED SESSION – REVIEW THE APPLICATION MATERIALS RECEIVED AND DRAFT INTERVIEW QUESTIONS FOR THE BOARD OF DIRECTORS, DIVISION 1, VACANCY

The committee considered whether to accept or reject an application that was received late after the posted deadline. Directors Guerin and Meyers voted to reject the application based on not meeting the deadline (the late candidate's name and application materials were not disclosed prior to voting). The other candidates' application materials as well as the draft interview questions were then reviewed. The committee recommended that all four of the candidates who submitted applications prior to the deadline be interviewed at the March 19, 2025 Board meeting.

5. ADJOURNMENT

The meeting was adjourned at 9:21 a.m.

# Memo

Date: April 16, 2025  
To: Olivenhain Municipal Water District Board of Directors  
From: Jennifer Joslin, Human Resources Manager  
Via: Kimberly A. Thorner, General Manager  
Subject: **CONSIDER ANNUAL UPDATE OF THE DISTRICT’S FIVE-YEAR STAFFING ANALYSIS**

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## **Purpose**

The purpose of this agenda item is to update the five-year Staffing Analysis for the District. The Staffing Analysis forecasts organizational and personnel changes necessary to maintain a successful workforce plan for the next five fiscal years (FY 2025-2026 to 2029-2030). This document will continue to be updated and presented to the Board annually with consideration of the two-year budget constraints. This Staffing Analysis document serves as a key reference tool for District succession planning purposes.

Most importantly, this document shows the necessary staffing levels for the coming fiscal year to increase department efficiencies, provide better business practices, and prepare our future leaders including via Grow Your Own “GYO” promotional opportunities. Note that classifications with multiple levels may be flexibly staffed with General Manager approval and department need according to the GYO program, without formal Board approval. However, since the Staffing Analysis document serves as a comprehensive succession planning tool, any anticipated GYO staffing changes have been included.

This memo and the included five-year proposed organizational charts have been presented to the Board Personnel Committee (Vice President Meyers and Secretary

Guerin) and the Human Resources/Employee Association Team “HEART” Committee (composed of the BUMA and DEA employee bargaining unit representatives as well as the Supervisor and Manager group representatives).

### Recommendations

Staff will continue to present to the Board the Staffing Analysis document with recommendations for Board consideration and approval each fiscal year. Cost saving measures have been included for the coming 2025-2026 fiscal year. **The Senior Risk Administrative Analyst position that was originally projected for 2024-2025 has been delayed another year to 2026-2027 which will result in cost savings in the 2025-2026 budget year.** No additional positions are being requested, so the staffing level will remain at 95 total Board-approved positions. The two vacant Utility positions that were previously frozen by the General Manager in 2020-2021 will continue to be frozen, therefore, the actual headcount will remain 93 until the positions are unfrozen. However, planning to unfreeze these positions in the next two-year budget covering FY 2026-2027/2027-2028 is underway.

95 Board Approved Positions (current)  
+ 0 Position Requested  
=95 Recommended Positions (no increase in headcount)

The staffing recommendation for FY 2025-2026 is summarized below with further details on the following pages.

- 1) Allow for the reclassification of the Pump/Motor Technician Level I to Level II via the promotional Grow Your Own (GYO) program. This change was projected in last year’s Staffing Analysis for 2025-2026.

### Recommendation #1

Staff recommends the reclassification of one Pump/Motor Technician Level I position to Level II via the internal Grow Your Own (GYO) program. This reclassification will not increase headcount and was already projected for 2025-2026 in last year’s Staffing Analysis. The Pump/Motor Technician positions are difficult to fill with qualified candidates and as part of the District’s succession plan, the Technician I has been training on the more advanced job duties of a Technician II.

The Pump/Motor Technician I has served as the lead supporting new construction projects and regularly works directly with industrial pump and motor mechanical

vendors. The Technician I independently performs advanced troubleshooting, maintenance, and repair of complex systems and machinery. The Technician I provides training and technical guidance to the District's potable and reclaimed water operators and has taken greater responsibility for maintenance records in the District's Enterprise Asset Management (EAM) database system. These tasks are typically part of the Technician II job duties.

Utilizing the GYO program for this reclassification will ensure the District is prepared for succession in the department while retaining the Technician I. If successful, the candidate for the Pump/Motor Technician II GYO promotion will move from pay grade 4 to grade 6, increasing the hourly pay rate by approximately 5% upon promotion. Including all overhead costs, this will result in an estimated \$13,049.40 cost increase over the fiscal year.

### **Alternative(s)**

The Board could make other recommendations for staff to analyze and bring back for consideration.

### **Background**

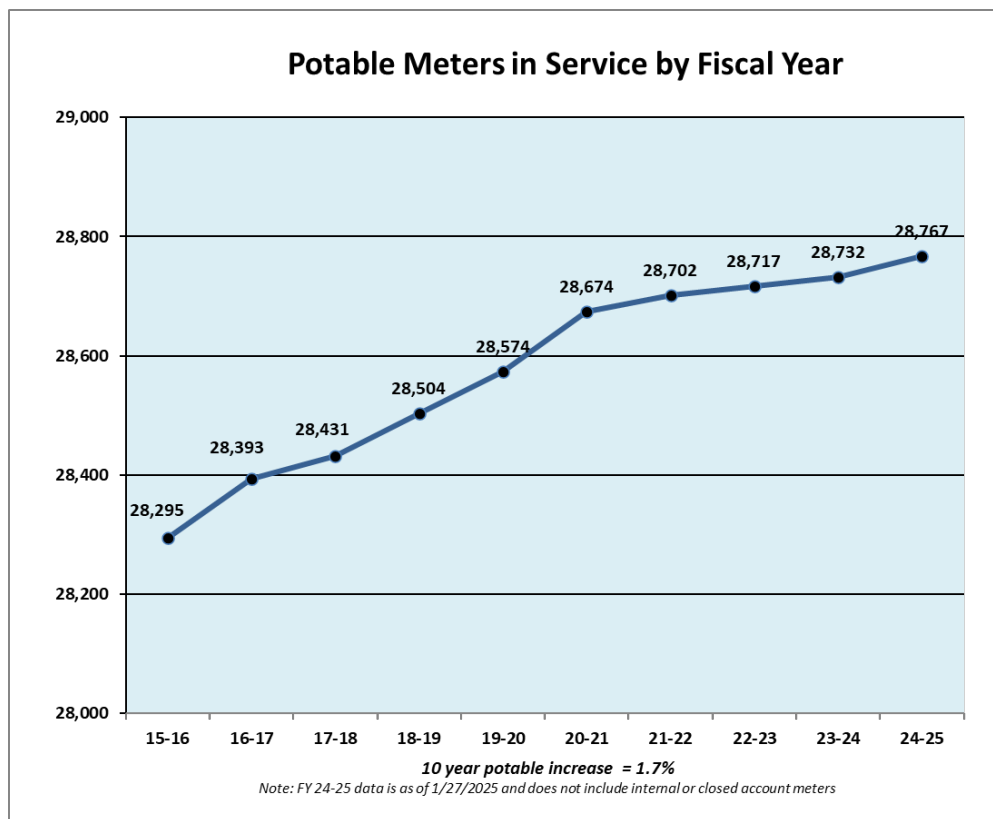
This Staffing Analysis was first presented to the Board and accepted in May of 2005 to forecast staffing levels and to serve as a succession planning tool for the District. The analysis continues to be a collaborative staff process with all District departments participating. The Staffing Analysis takes into consideration the District's Mission Statement, Goals and Objectives, budget, economic revenue and constraints, and the Comprehensive Water Master Plan. Areas that impact the forecasting of the analysis include determining the levels of service provided, operating satellite facilities (including the David C. McCollom Water Treatment Plant, 4S Ranch Water Reclamation Facility, and Elfin Forest Recreational Reserve), and contracting labor.

As a living document, the most extended projections are subject to the most change. Staff is committed to seeking innovative and better ways of doing business to contain costs, improve efficiency, and comply with regulatory requirements while meeting customer expectations. The challenge facing the District is to effectively perform the core District functions while maintaining established customer service levels, costs, and staffing at acceptable levels.

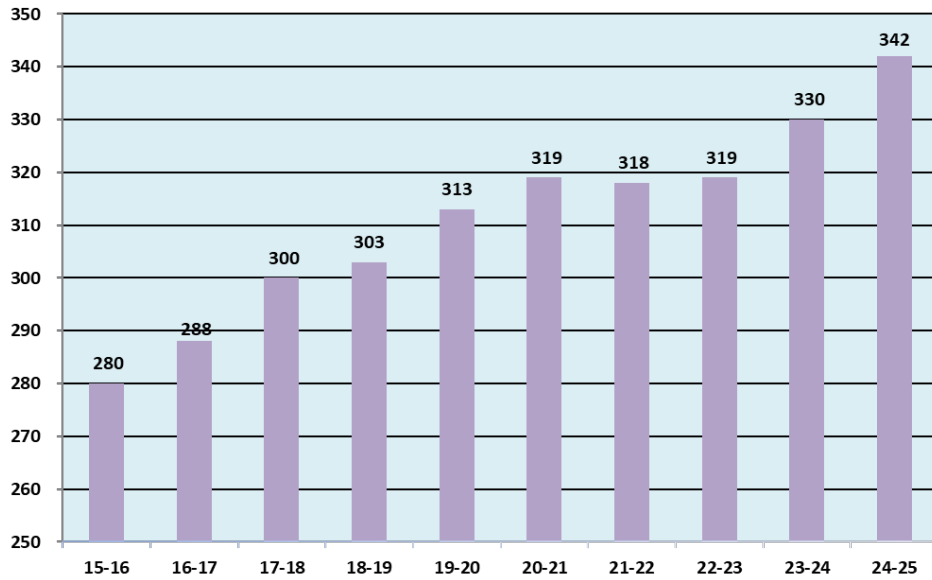
Since the Staffing Analysis was first presented to the Board 20 years ago, the District has continued to grow and has experienced an increase in demand for potable water, sewer, and recycled water service. The District continues to increase recycled water sites throughout its service area and recycled water purchase agreements with other agencies. The District plans to continue expanding its recycled water program by way of projects such as the Calle Barcelona, Village Park, and Summerhill Recycled Water Projects.

In addition to supporting continued growth as detailed below, District staff have developed a proactive preventive maintenance program to protect existing infrastructure. The valve replacement, cathodic protection, and membrane replacement projects are a few examples of the ongoing work being performed to maximize the reliability of the District’s systems.

As of January 2025, the District had 28,767 active potable meters and 342 active recycled meters. The graphs on the next pages depict historical District growth as shown by the number of in-service potable water meters (1.7% increase), recycled water meters (22.5% increase), and 7,340 sewer equivalent dwelling units (EDUs) (4.2% increase) over the past 10 years.

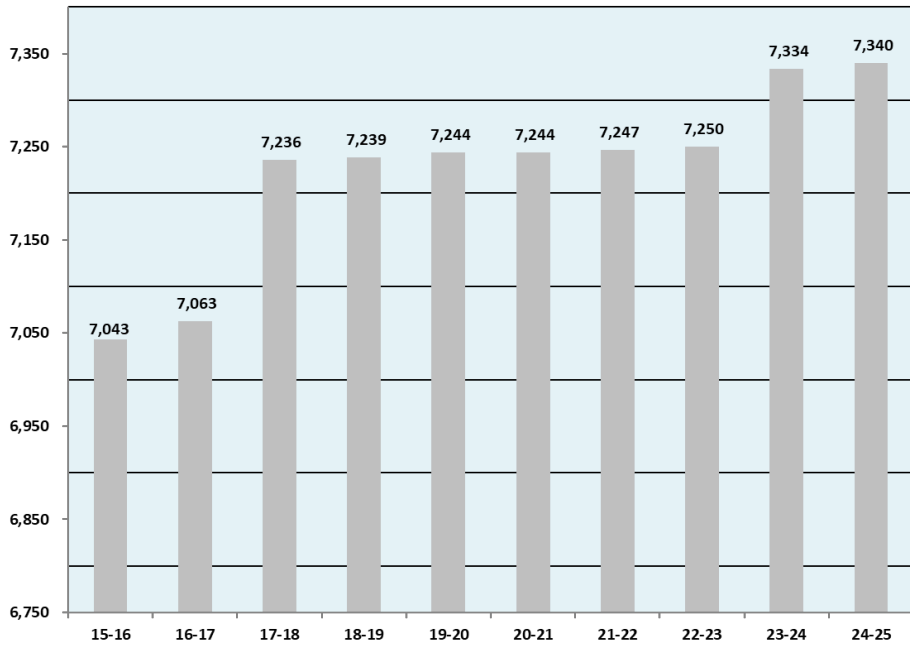


### Recycled Water Meters in Service by Fiscal Year



10 year recycled increase = 22.5%  
 Note: FY 24-25 data is as of 1/27/2025

### Sewer EDUs in Service by Fiscal Year

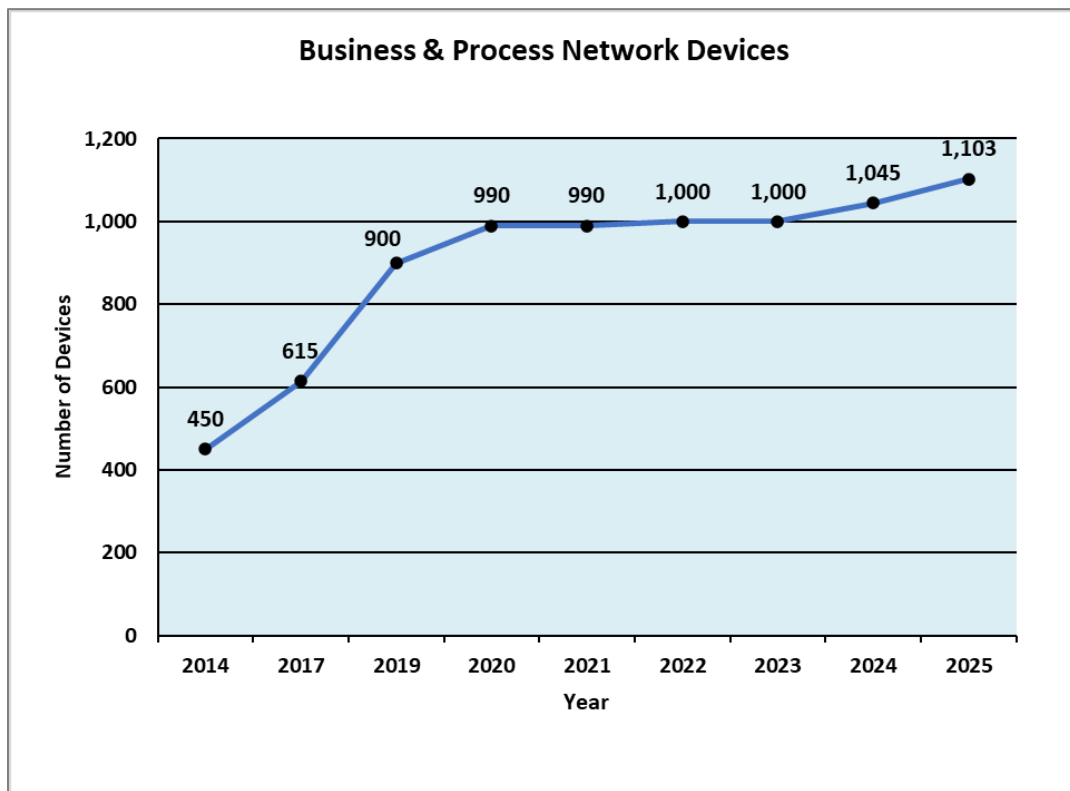


10 year sewer increase = 4.2%  
 Note: FY 24-25 data is as of 1/27/2025, includes active EDUs no stand-by included.  
 Previous FY growth reflects annexation of a new development.

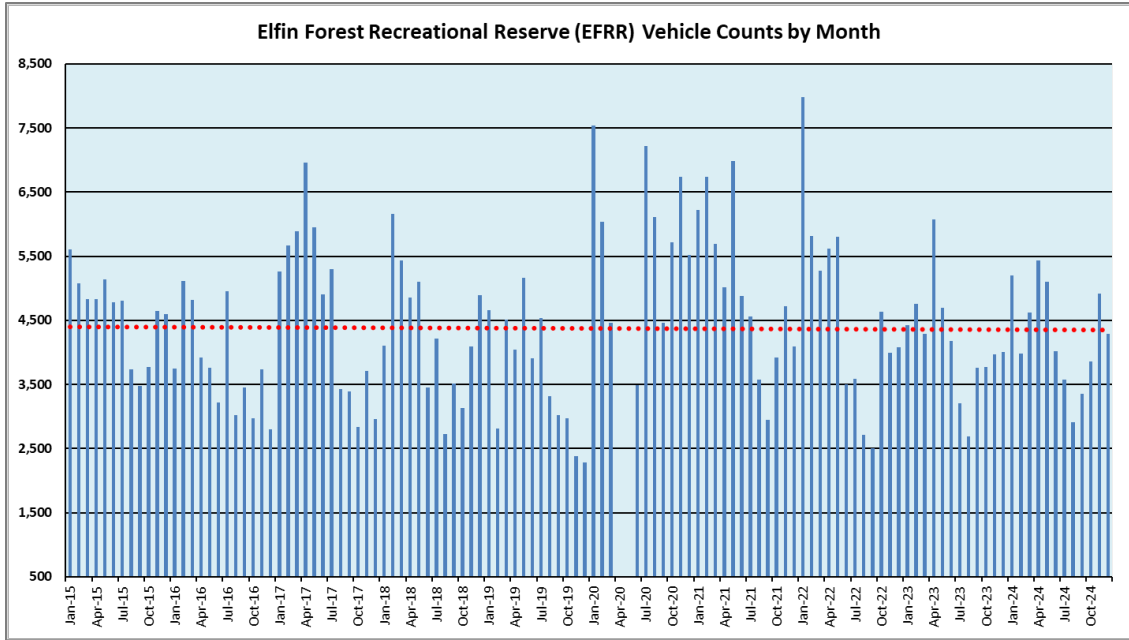


In addition to customer meters and sewer EDUs, the District’s information technology (IT) infrastructure has continued to expand as well. The IT infrastructure is made up of a wide variety of hardware assets and devices which serve to support the District’s business and process supervisory control and data acquisition (SCADA) networks.

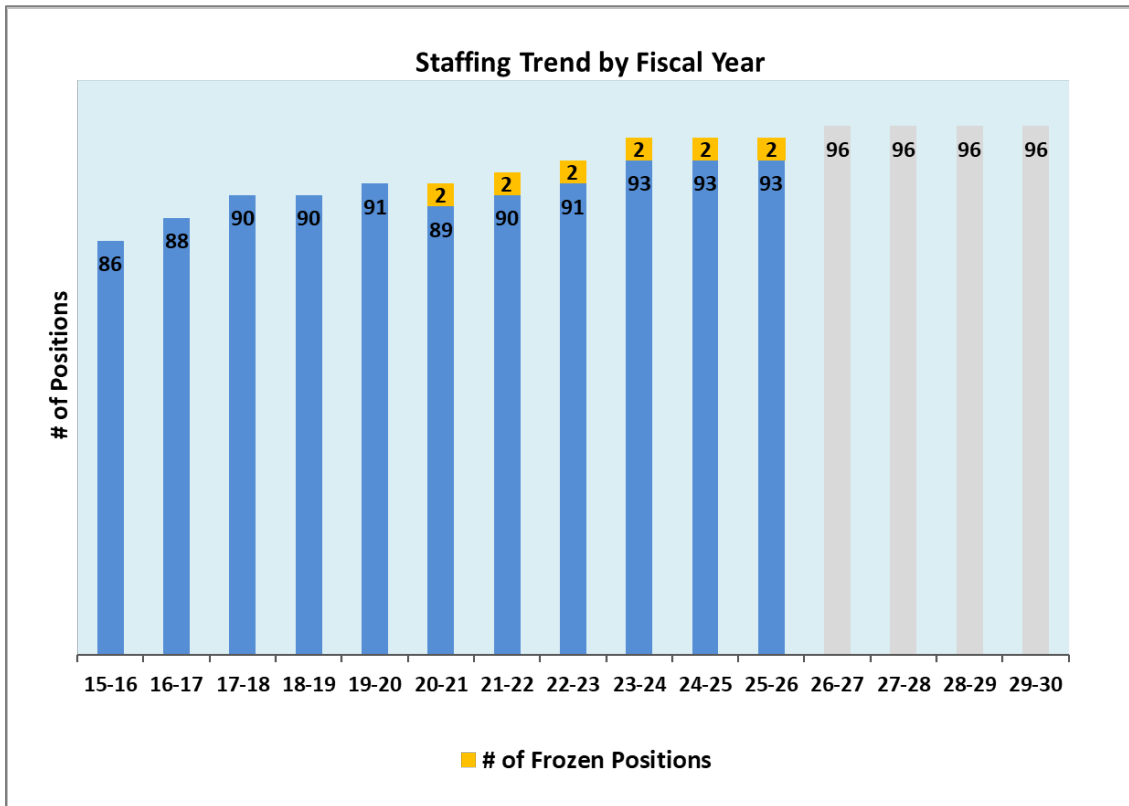
Network devices include workstations, laptops, iPads, MacBooks, touch screens, smartphones, routers, firewalls, wireless access points, servers, and switches, all of which require configuration, monitoring, updates, testing and periodic replacement. In 2014, there were approximately 450 devices that resided on various District networks. In early 2025, there are approximately 1,103 devices which is a 245% increase over ten years. The following graph shows this increase over time, which is expected to continue for the foreseeable future.



The chart below indicates the steady flow of vehicles and corresponding visitors to the Elfin Forest Recreational Reserve (EFRR) over time as highlighted by the trend line. The data represents the actual number of vehicles the EFRR car counter captured each month during the last ten years through December of 2024. While the data varies from month to month, and EFRR visitation over the last few years was impacted by multiple factors such as COVID-19, the availability of parking, and closures due to weather, the total number of park visitors as reflected by the vehicle counts indicates that EFRR continues to be popular.

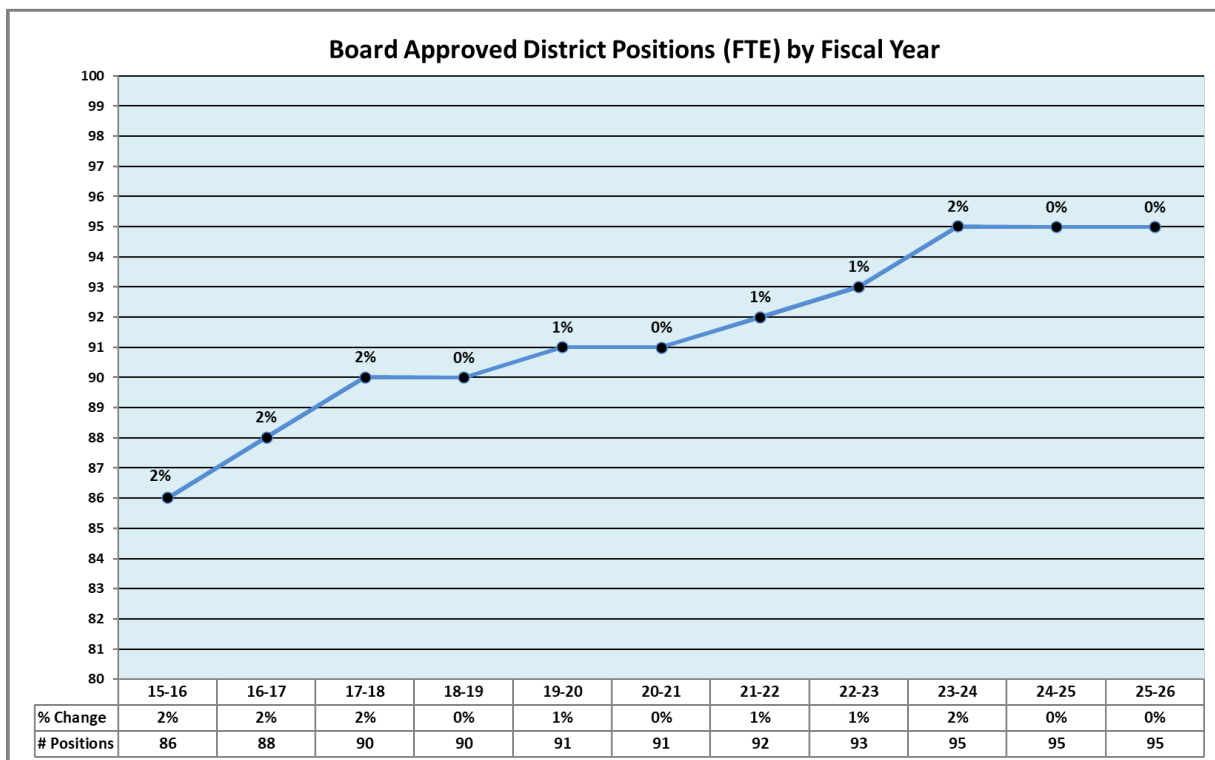


The following chart depicts the District’s total approved staffing levels over the past ten fiscal years as well as projected future staffing levels for the next five fiscal years.



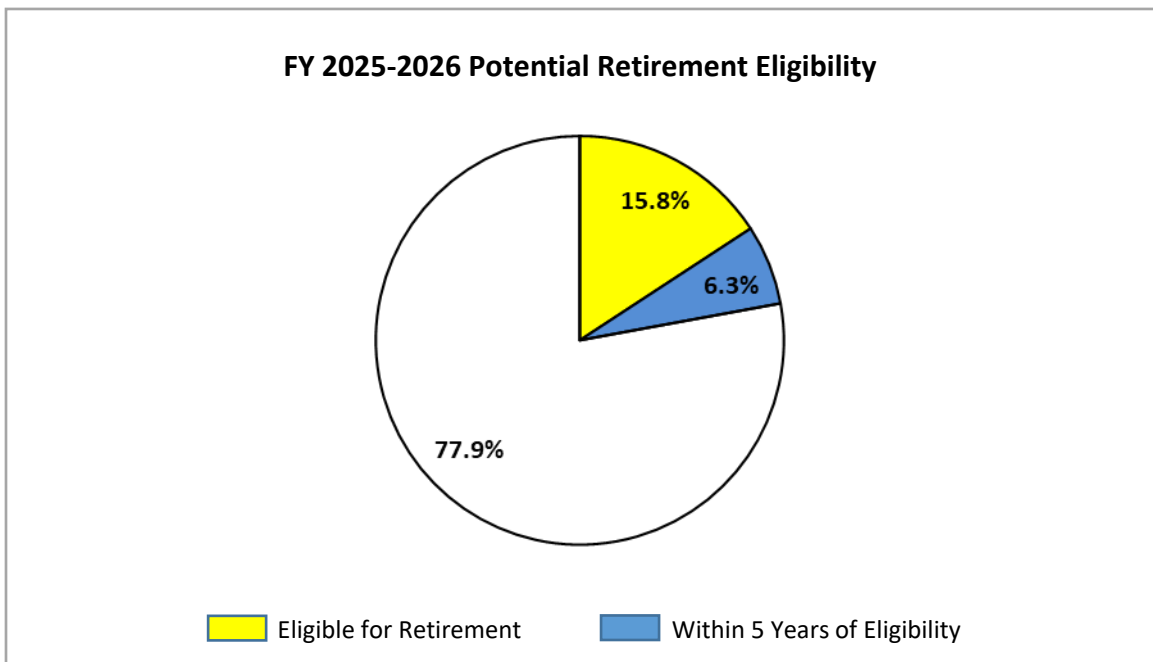
In FY 2020-2021, two vacant Utility positions were frozen due to COVID-19, therefore, the actual headcount was 89, in FY 2021-2022 the headcount was 90, in FY 2022-2023 the headcount was 91, and in FY 2023-2024 and FY 2024-2025 the headcount was 93. For the coming, 2025-2026 fiscal year, the two Utility positions will continue to be frozen (with the exact level Utility I/II/III dependent on department need) keeping the headcount at 93 total staff. While OMWD has been utilizing outside contractors for major leaks, the General Manager anticipates unfreezing the Utility positions in the next two-year budget that starts in FY 2026-2027.

The following chart also shows the approved staffing level as a trend over the past 10 years including a percentage change in approved staffing from year to year.



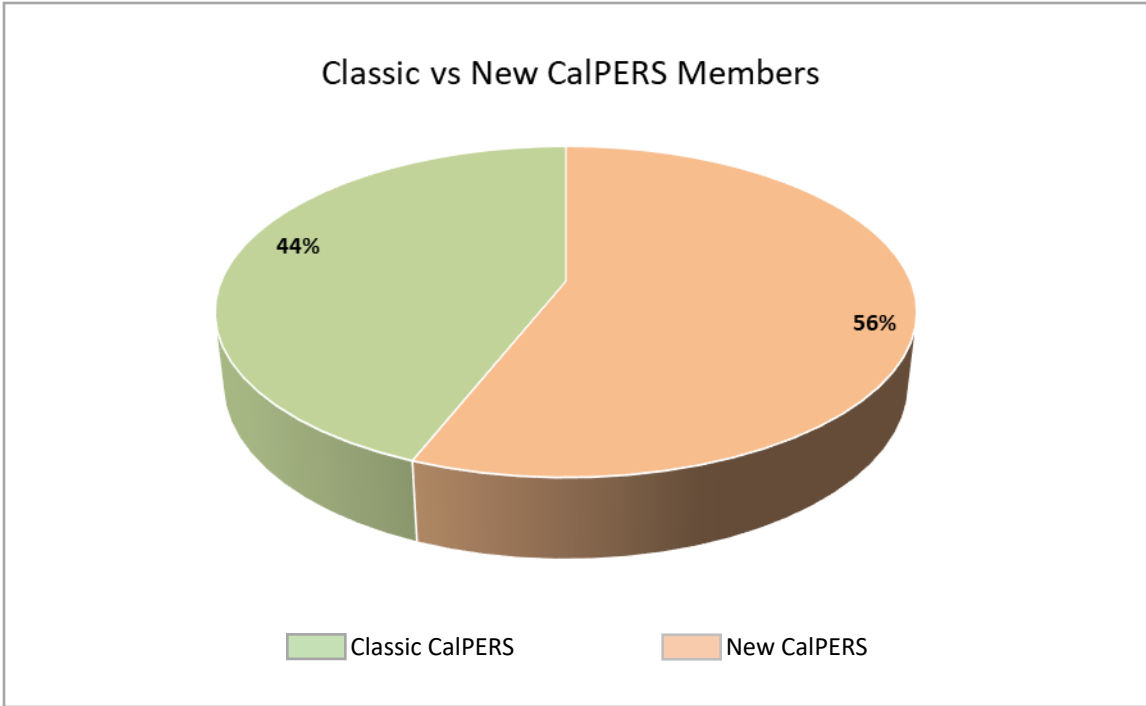
Two new positions were added in FY 2016-2017, the Assistant General Manager (AGM) and Department Assistant I for the new AGM. In FY 2017-2018 two new additional positions were also approved, the IT Senior Systems Administrator and the Cathodic Protection Technician. For FY 2018-2019, no additions were requested. In FY 2019-2020, one Administrative Analyst position was approved. For FY 2020-2021, no additions were requested. For FY 2021-2022, one IT Systems Administrator position was approved. For FY 2022-2023, one Water Treatment Plant Operator Level II position was approved. In FY 2023-2024, one Collection System Operator and one Customer Service Representative I were approved. For FY 2024-2025, no additions were requested. For

the coming FY 2025-2026, no new positions are being requested. Thus, the recommended staffing level will remain at 95 total positions, with two positions frozen. The number of employees that will be eligible for retirement places an additional emphasis on workforce stability and the need for succession planning. For FY 2025-2026 approximately 15.8% of staff will be eligible for full CalPERS retirement benefits based on their age and CalPERS retirement benefits formula (classic or new members.) In addition, another 6.3% of staff will be within five years of full retirement eligibility. Thus, as illustrated on the following chart, approximately 22% of total staff (21 of proposed 95 total employees) will be either already eligible or within 5 years of eligibility for retirement during the coming FY 2025-2026.



By 2030, the number of employees reaching retirement eligibility jumps to approximately 37%. Staff will work on cross training, mentoring, and succession planning in areas that will see turnover.

Currently less than half (44%) of the employees are CalPERS classic members while a majority (56%) are new PEPRA members as required for new CalPERS members hired after January 1, 2013. Under the classic 2.5% at 55 formula the minimum retirement age is 50, while under the new 2% at 62 formula the minimum age is 52 with full benefits at the retirement age of 55 and 62 respectively.



The number of new CalPERS (PEPRA) members will be increasing over time as new hires come on board replacing classic members, especially for entry-level positions that do not require prior water industry or public sector experience. For higher level positions that require more experience, positions may be filled with classic or new members depending on job requirements and candidate experience. Five years ago, approximately a third (34%) of employees were new members while now they comprise over half (56%) of total staff.

The District CalPERS employer contribution cost is significantly less for new versus classic members. These required employer retirement pension costs are determined annually by CalPERS. The employer cost is composed of two components, a percentage of bi-weekly payroll plus an annual unfunded lump sum liability payment.

CalPERS lowered their assumed rate of investment return, also known as the discount rate, from 7.5% to 7.0% over a three-year period. The CalPERS Board then voted to further lower the discount rate to 6.8% on July 1, 2021. The CalPERS Board also changed their actuarial amortization policy assumptions effective on June 30, 2019, starting with the 2021-2022 fiscal year. The actuarial policy changes include a shorter amortization period from 30 to 20 years, level dollar amortization payments for unfunded accrued liability and elimination of the five-year ramp up and ramp down “rate smoothing.” These changes will impact future employer contribution requirements by increasing the percentage of payroll costs and the employer annual unfunded liability payments. As a result, employers that contract with CalPERS will see additional increases in their normal

costs and unfunded actuarial liabilities over the next few years even as the number of classic members decreases.

Per the most recent Annual Valuation Report for FY 2025-2026, the District required employer contributions (normal cost plus unfunded liability payment) will be increasing over the next five years as shown on the following tables.

<b>Employer CalPERS Contributions – Classic Members</b>					
<b>Fiscal Year</b>	<b>2025-26 <i>(Actual)</i></b>	<b>2026-27 <i>(Projected)</i></b>	<b>2027-28 <i>(Projected)</i></b>	<b>2028-29 <i>(Projected)</i></b>	<b>2029-30 <i>(Projected)</i></b>
<b>Employer Normal Cost (% of Payroll)</b>	13.46%	13.5%	13.5%	13.5%	13.5%
<b>Annual Unfunded Liability Payment</b>	\$1,599,086	\$1,783,000	\$1,967,000	\$2,151,000	\$2,159,000

<b>Employer CalPERS Contributions – New Members</b>					
<b>Fiscal Year</b>	<b>2025-26 <i>(Actual)</i></b>	<b>2026-27 <i>(Projected)</i></b>	<b>2027-28 <i>(Projected)</i></b>	<b>2028-29 <i>(Projected)</i></b>	<b>2029-30 <i>(Projected)</i></b>
<b>Employer Normal Cost (% of Payroll)</b>	7.96%	8.0%	8.0%	8.0%	8.0%
<b>Annual Unfunded Liability Payment</b>	\$26,429	\$35,000	\$44,000	\$53,000	\$53,000

For the current 2024-2025 fiscal year, the District has budgeted the required payroll-based employer contribution portion (13.41% of payroll for classic members and 7.87% for new members) plus the required annual unfunded liability payments (\$1.270 million for classic members and \$11,683 for new members) for a total of approximately \$2.334 million in required employer CalPERS contributions, plus \$311,000 in Additional Discretionary Payments (ADP) per the District’s pension funding plan, for total CalPERS contributions of \$2.645 million.

For fiscal year 2023-2024, the District paid the required payroll-based employer contribution portion of \$961,570 (13.34% of payroll for classic members and 7.68% for new members) plus the required annual unfunded liability payment (\$1.001 million for classic members and \$0 for new members) for a total of approximately \$1.963 million in

required employer CalPERS contributions, plus \$311,000 in ADP per the District's pension funding plan, for total CalPERS contributions of \$2.274 million.

### **Fiscal Impact**

The Pump/Motor Technician Level I position is a salary grade 4 and Technician Level II a salary grade 6. The GYO promotion is anticipated to increase the employee's rate of pay by 5% upon promotion (or \$2.35 per hour) to  $\$49.43 \times 1.75 \times 1,040 = \$89,962.60$  for first half of the year (1.75 accounts for overhead and there are 2,080 work hours in a full year.) Then, following an estimated 5% pay increase at the end of six months in the position, the cost would be  $\$51.90 \times 1.75 \times 1,040 = \$94,458.00$ . Thus, \$184,420.60 annual total less the \$171,371.20 expected annual cost without the promotional salary increases. This would be approximately a \$13,049.40 increase over the fiscal year. Thus, it will have a minimal fiscal impact on the 2025-2026 budget.

Note that the Senior Risk Administrative Analyst position that was originally projected for 2024-2025 has been delayed to 2026-2027 and will result in cost savings in the 2025-2026 budget year. In addition, two Utility positions will remain unfilled for 2025-2026 contributing to further reduced salary and benefits costs.

### **Discussion**

#### **Organizational Charts**

The following organizational charts reflect the current and anticipated workforce needs required to maintain service levels. Staff will continue to present to the Board the Staffing Analysis document with recommendations for Board consideration and approval each fiscal year. Staff is only requesting the Board approve the recommendation for FY 2025-2026. The organizational charts for FY 2026-2027 and beyond reflect future projections that will later need approval.

The organizational charts were color coded to identify anticipated changes and employees currently eligible for retirement (in yellow) or close to retirement age (in blue) for succession planning. Color pie charts were also included to depict workforce age as employees near eligibility for retirement. For those employees eligible for or within five years of retirement age, it has also been noted if a CalPERS new or classic member. The current 2024-2025 organizational chart is included for comparison purposes.

Organizational charts projecting labor needs for the next 5 fiscal years are attached as follows:

- 2025-2026
- 2026-2027
- 2027-2028
- 2028-2029
- 2029-2030

**The FY 2025-2026 Organizational chart reflects:**

No additions requested for 2025-2026. Two Utility positions will remain frozen.

Staff recommends the reclassification of one Pump/Motor Technician Level I position to Level II via the internal Grow Your Own (GYO) program. This reclassification will not increase headcount but instead serve as a training tool for succession planning purposes and more accurately reflect the level of job tasks performed.

The General Manager will be moving the Engineering Technician III to report to the Engineering Manager instead of the Engineering Services Supervisor starting in 2025-2026. This is not a change in the position itself, instead it will simply be a change in the supervisor the position reports to within the same department. This reporting change will lead to greater department efficiencies, mentorship opportunities, as well as aiding the current Engineering Technician III in obtaining the engineering experience required to eventually register as a professional engineer.

**The FY 2026-2027 Organizational chart reflects:**

For FY 2026-2027, staff recommends the addition of a new Senior Risk Administrative Analyst position (delayed from original 2024-2025 projection). This position will primarily be responsible for assisting the Human Resources and General Manager's departments with litigation preparation and claims processing. While the exact pay grade is yet to be determined, it is anticipated that this will be an exempt level job classification. The proposed total headcount for FY 2026-2027 will be 96 total employees.

Staff also recommends the reclassification of the Assistant General Manager's Department Assistant Level I to Level II and the Engineering Technician Level I to Level II via the GYO program. These reclassifications would more accurately reflect anticipated changes and additions in the job duties performed by the incumbents including



Executive Secretary back-up support and increased Right-Of-Way job duties respectively.

**The FY 2027-2028 Organizational chart reflects:**

No changes anticipated for 2027-2028.

**The FY 2028-2029 Organizational chart reflects:**

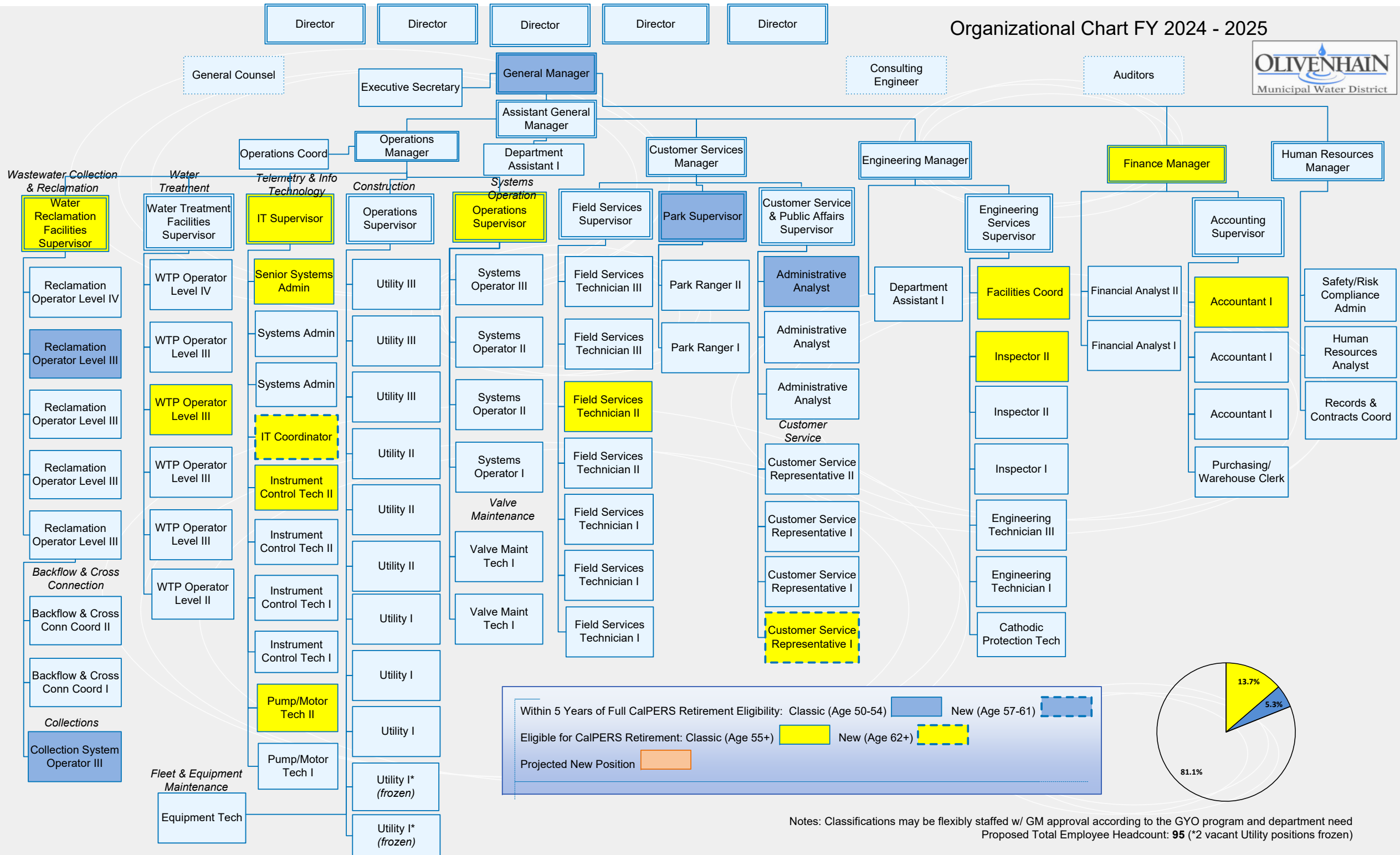
No changes anticipated for 2028-2029.

**The FY 2029-2030 Organizational chart reflects:**

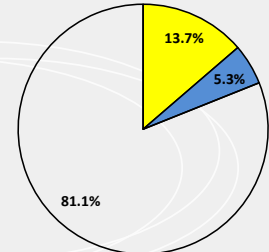
No changes anticipated for 2029-2030.

The brackish/reuse plant and staff that were previously projected in prior Staffing Analysis documents (including a Technical Services Manager, Department Assistant I, and plant operator staff) are no longer expected to come online during the timeframe covered by this five-year document. Thus, they are not reflected in the organizational charts and will be revisited at a later date, if needed.

# Organizational Chart FY 2024 - 2025

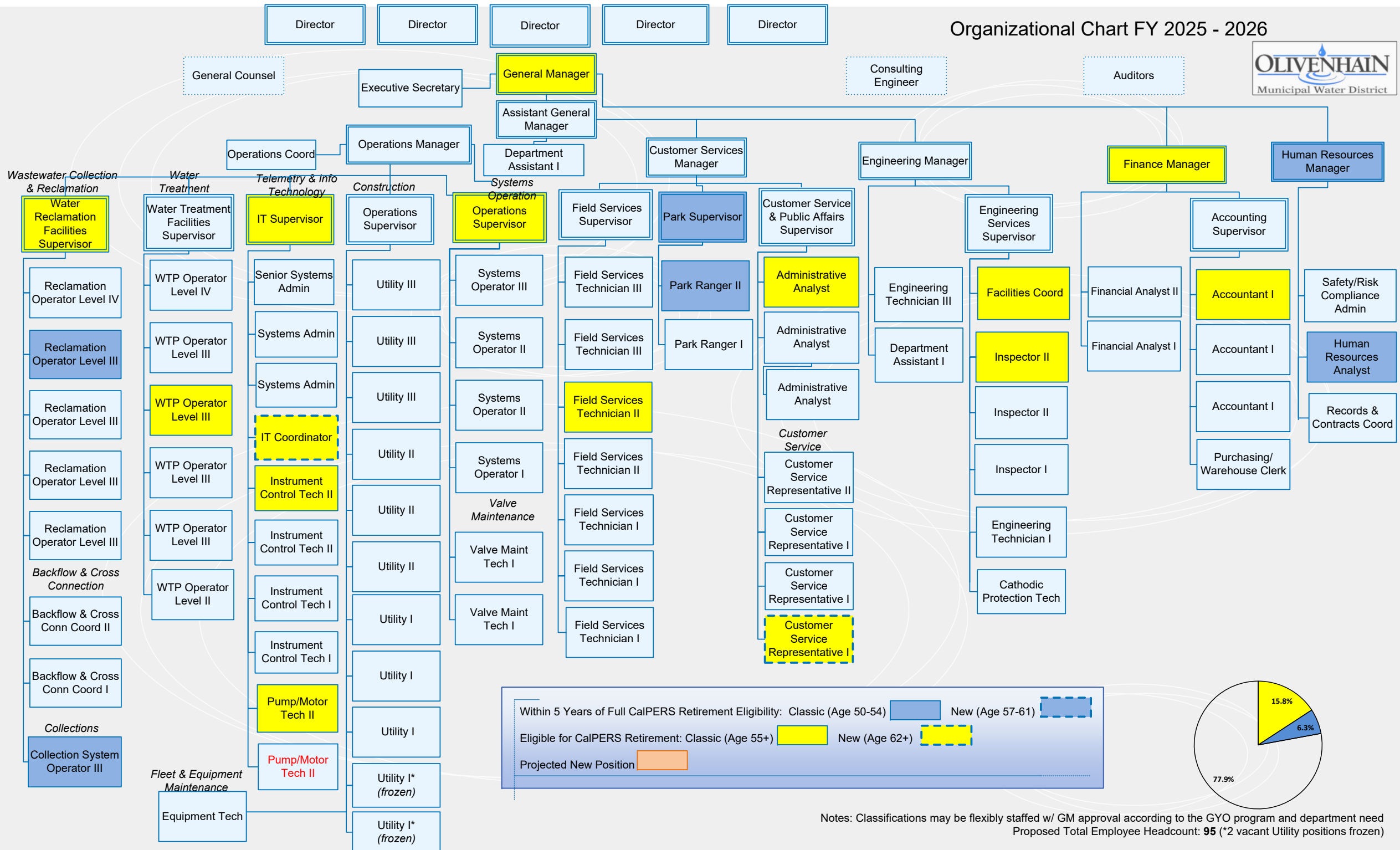


Within 5 Years of Full CalPERS Retirement Eligibility: Classic (Age 50-54)  New (Age 57-61)   
 Eligible for CalPERS Retirement: Classic (Age 55+)  New (Age 62+)   
 Projected New Position

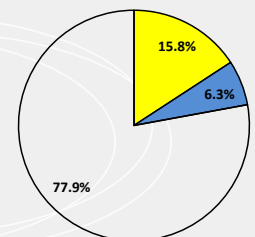


Notes: Classifications may be flexibly staffed w/ GM approval according to the GYO program and department need  
 Proposed Total Employee Headcount: 95 (\*2 vacant Utility positions frozen)

# Organizational Chart FY 2025 - 2026

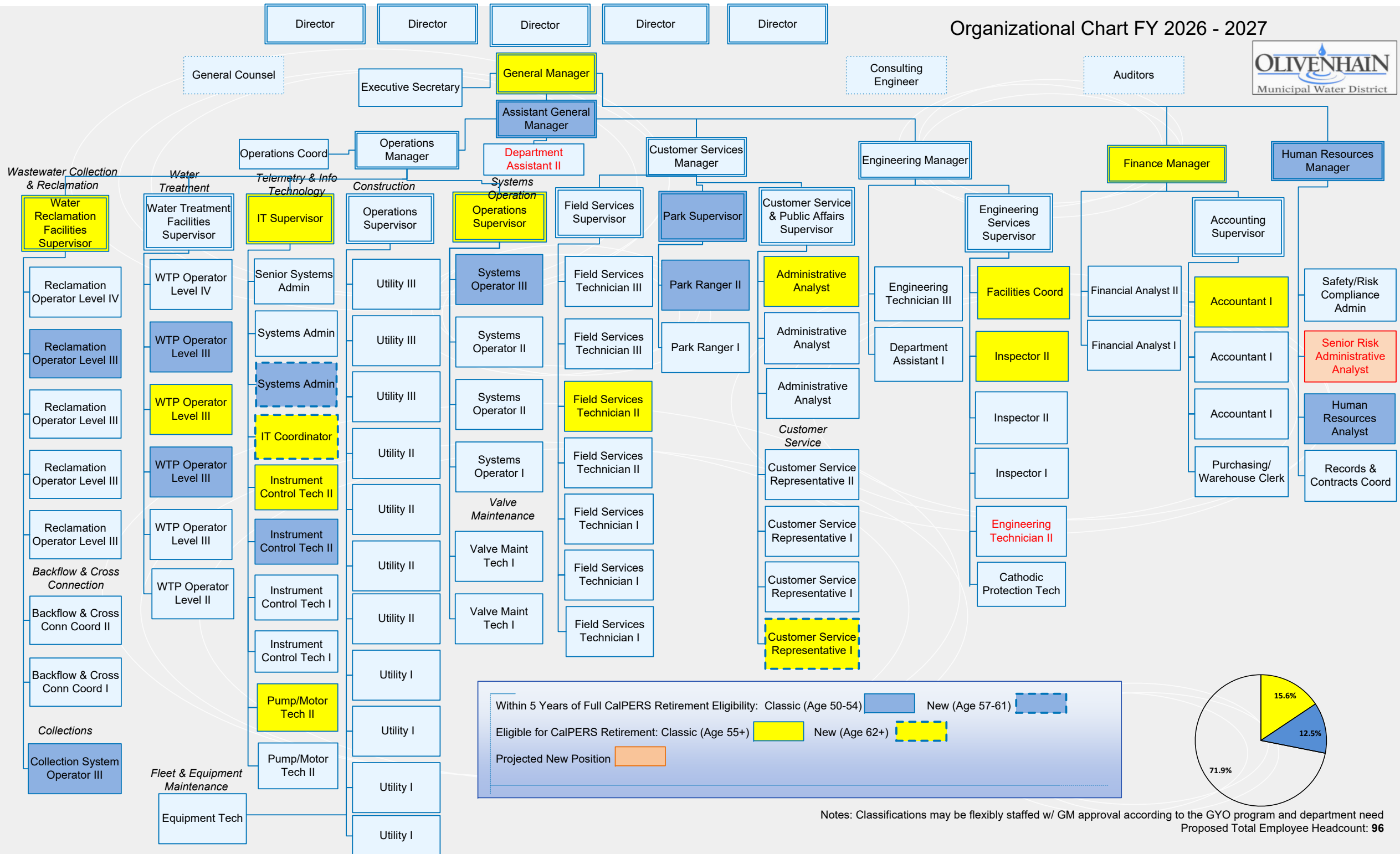


Within 5 Years of Full CalPERS Retirement Eligibility: Classic (Age 50-54)  New (Age 57-61)   
 Eligible for CalPERS Retirement: Classic (Age 55+)  New (Age 62+)   
 Projected New Position

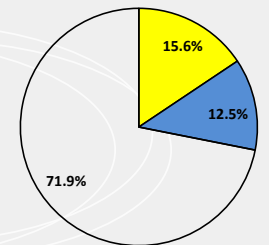


Notes: Classifications may be flexibly staffed w/ GM approval according to the GYO program and department need  
 Proposed Total Employee Headcount: **95** (\*2 vacant Utility positions frozen)

# Organizational Chart FY 2026 - 2027

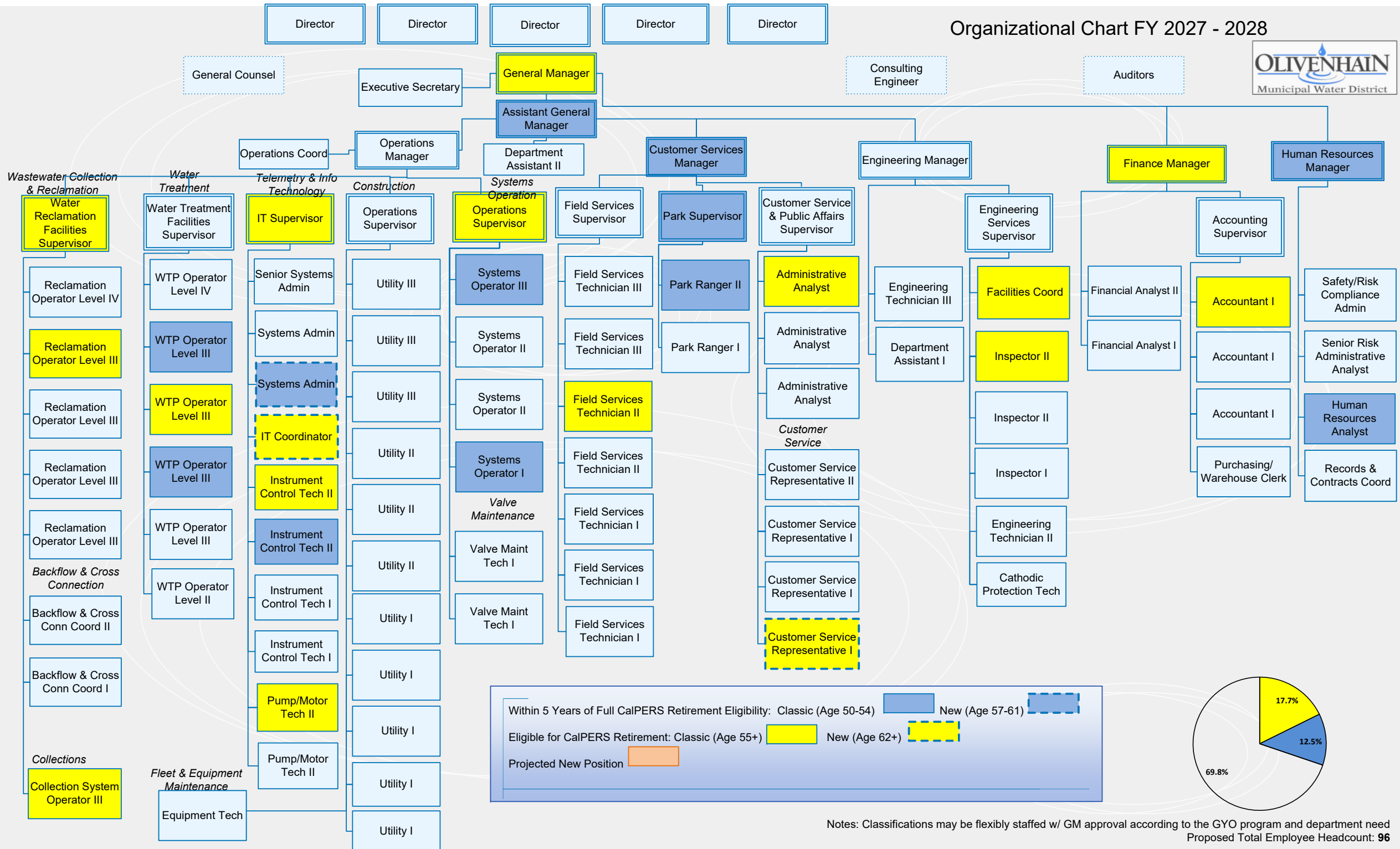


Within 5 Years of Full CalPERS Retirement Eligibility: Classic (Age 50-54)   New (Age 57-61)    
 Eligible for CalPERS Retirement: Classic (Age 55+)   New (Age 62+)    
 Projected New Position  

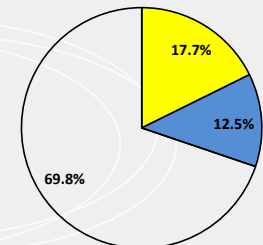


Notes: Classifications may be flexibly staffed w/ GM approval according to the GYO program and department need  
 Proposed Total Employee Headcount: 96

# Organizational Chart FY 2027 - 2028

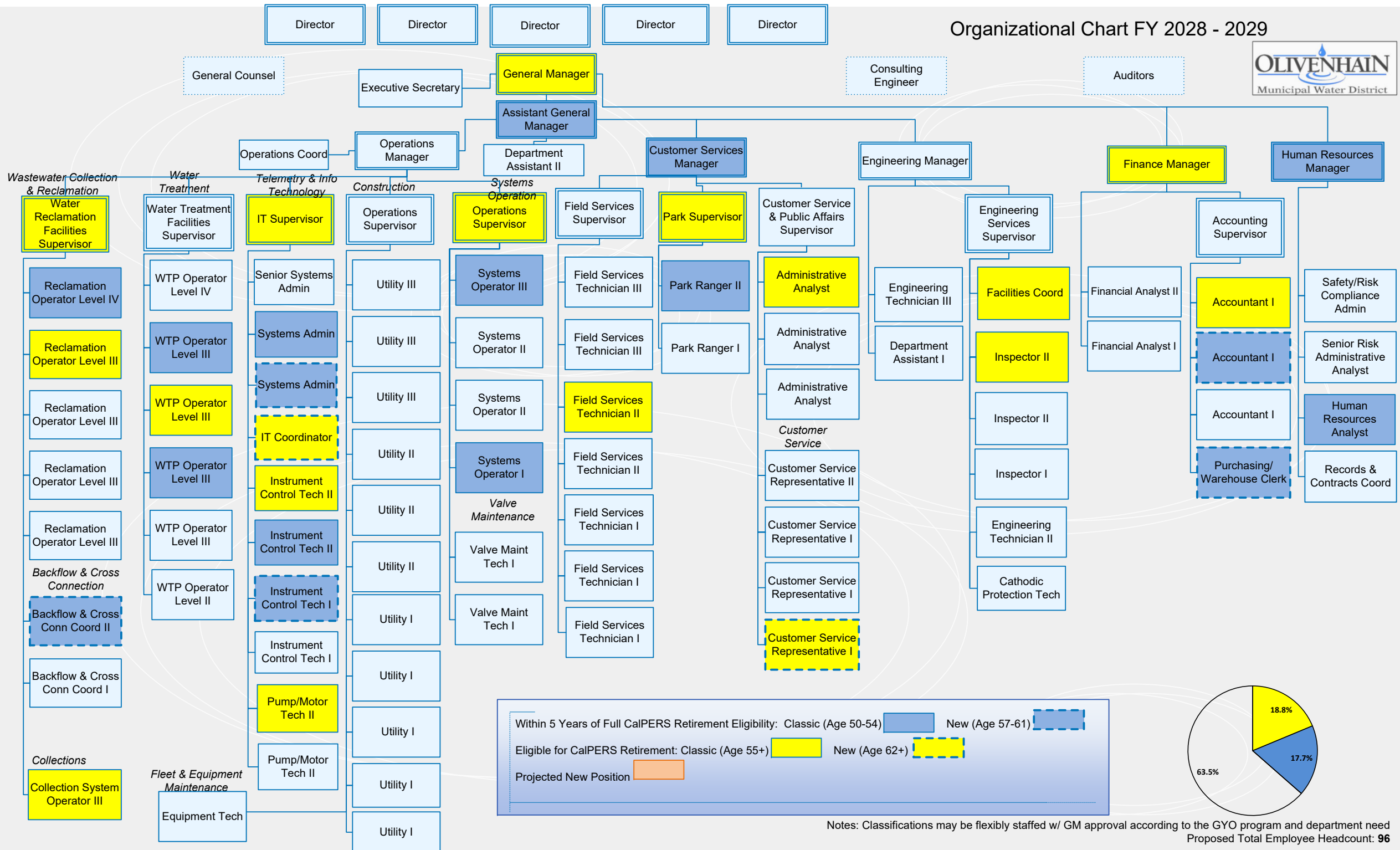


Within 5 Years of Full CalPERS Retirement Eligibility: Classic (Age 50-54)  New (Age 57-61)   
 Eligible for CalPERS Retirement: Classic (Age 55+)  New (Age 62+)   
 Projected New Position



Notes: Classifications may be flexibly staffed w/ GM approval according to the GYO program and department need  
 Proposed Total Employee Headcount: **96**

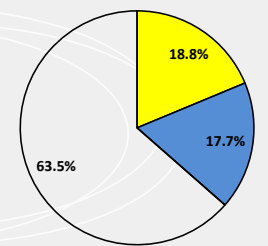
# Organizational Chart FY 2028 - 2029



Within 5 Years of Full CalPERS Retirement Eligibility: Classic (Age 50-54)   New (Age 57-61)  

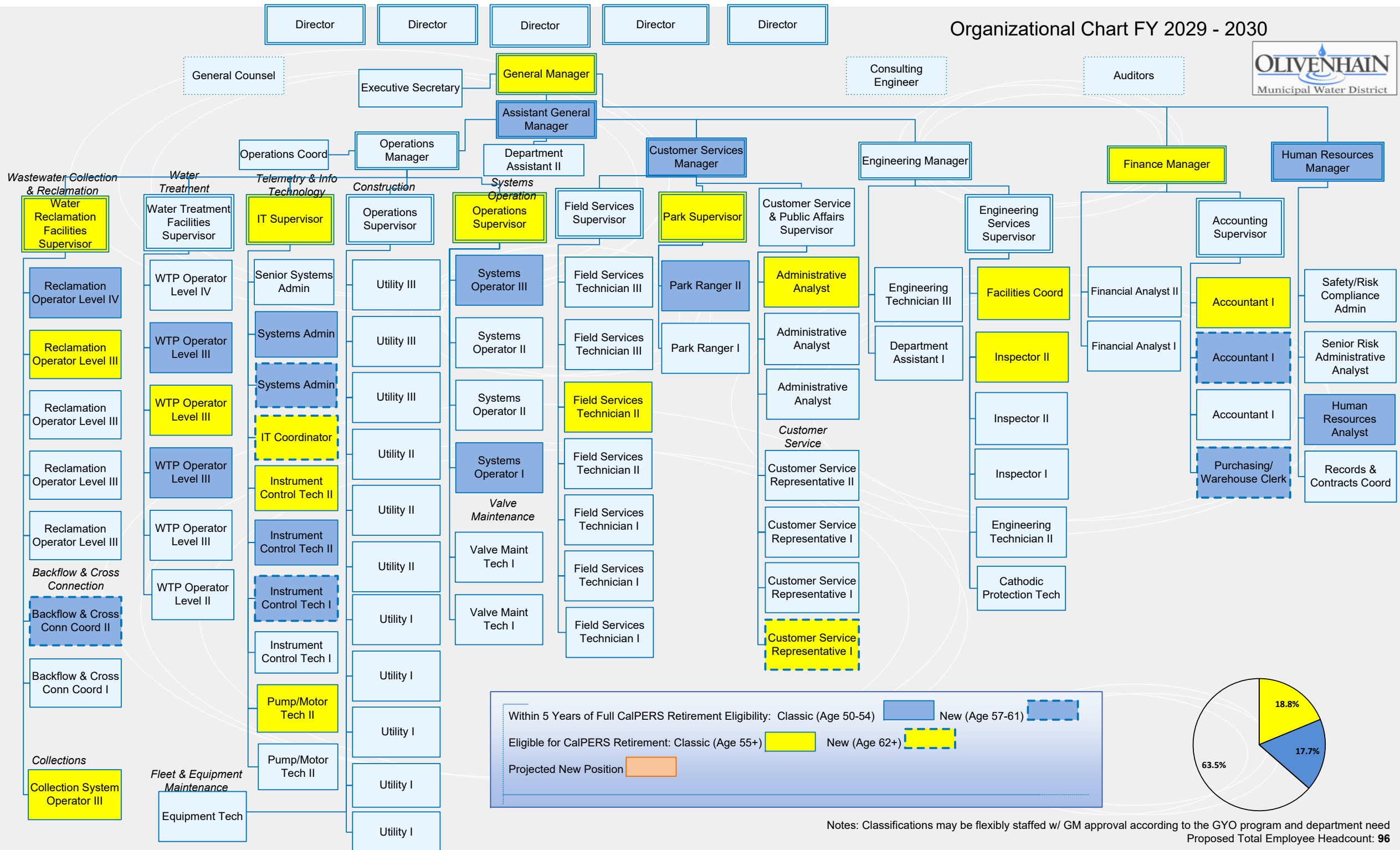
Eligible for CalPERS Retirement: Classic (Age 55+)   New (Age 62+)  

Projected New Position  

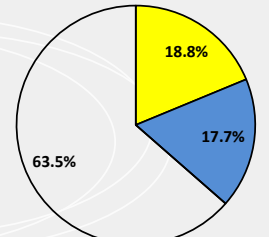


Notes: Classifications may be flexibly staffed w/ GM approval according to the GYO program and department need  
Proposed Total Employee Headcount: **96**

# Organizational Chart FY 2029 - 2030



Within 5 Years of Full CalPERS Retirement Eligibility: Classic (Age 50-54)  New (Age 57-61)   
 Eligible for CalPERS Retirement: Classic (Age 55+)  New (Age 62+)   
 Projected New Position



Notes: Classifications may be flexibly staffed w/ GM approval according to the GYO program and department need  
Proposed Total Employee Headcount: 96