



# PALMDALE WATER DISTRICT

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## Board of Directors

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Attorneys



September 13, 2012

*Agenda for a Meeting  
of the Personnel Committee of the Palmdale Water District  
Committee Members: Kathy Mac Laren-Chair, Gloria Dizmang  
to be held at the District's office at 2029 East Avenue Q, Palmdale*

*Wednesday, September 19, 2012*

*6:30 p.m.*

NOTE: To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Dawn Deans at 661-947-4111 x1003 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale. Please call Dawn Deans at 661-947-4111 x103 for public review of materials.

PUBLIC COMMENT GUIDELINES: The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to carry out its meeting will not be permitted and offenders will be requested to leave the meeting.

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

- 1) Roll call.
- 2) Adoption of agenda.
- 3) Public comments.
- 4) Action Items: (The public shall have an opportunity to comment on any action item as each item is considered by the Committee prior to action being taken.)

- 4.1) Consideration and possible action on approval of minutes of meeting held August 16, 2012.
- 4.2) Consideration and possible action on Human Resources Consultant Contract. (General Manager LaMoreaux)
- 4.3) Discussion and possible action on conducting a Manpower or Workforce Planning Study. (General Manager LaMoreaux)
- 4.4) Discussion and possible action on employee contribution towards CalPERS retirement. (Chair Mac Laren)
- 4.5) Discussion and possible action on minimal employee premium contribution towards health insurance benefits. (Chair Mac Laren)
- 4.6) Discussion and possible action to compare benefit packages with Districts with represented employees. (Chair Mac Laren)
- 5) Information items.
  - 5.1) Update on CalPERS Two-Year Service Credit Retirement Program. (General Manager LaMoreaux)
- 6) Board members' requests for future agenda items.
- 7) Adjournment.



DENNIS D. LaMOREAUX,  
General Manager

DDL/dh

# **PALMDALE WATER DISTRICT**

## **PERSONNEL COMMITTEE MEMORANDUM**

**DATE:** July 10, 2012

July 18, 2012

**TO:** PERSONNEL COMMITTEE

Committee Meeting

**VIA:** Mr. Dennis LaMoreaux, General Manager

**FROM:** Mrs. Jeannie Burns, Human Resources Manager

**RE:** ***AGENDA ITEM NO. 4.4 - DISCUSSION AND POSSIBLE ACTION  
ON CONDUCTING A MANPOWER OR WORKFORCE PLANNING STUDY***

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*Workforce planning is the process of ensuring that an organization can achieve its mission by having the right people with the right skills in the right places at the right times.*

A Workforce Plan is a staffing plan that describes what an organization is going to do over the next planning period. Specifically, the Workforce Plan allows an organization to identify staffing changes and presents these changes in a way that effectively communicates the organization's staffing strategy.

### **"Workforce Plan" defined:**

Effective workforce planning is a process that exposes talent deficiencies and needs, identifies recruiting issues, and clarifies organizational and employee development priorities. Another important aspect of proper workforce planning is that the information gleaned can be used to allot precious resources (time and money).

Workforce planning is more relevant today, with the shortage of knowledge workers, so that we can ensure District staffing levels are strategically aligned with the District's business priorities. A Workforce Plan will effectively communicate an organization's staffing strategies.

Operationally, workforce planning is a systematic process for identifying the human capital required to meet organizational goals and developing the strategies to meet these requirements.<sup>1</sup> Workforce planning also includes the logical next step – identifying how to eliminate these talent gaps and develop the competencies needed for success.

### **Baby Boomers and Public-Sector Workforce Planning:**

According to CPS, "the crisis of retiring "baby boomers" will hit government first because public sector workers are, on average, older than private sector workers. Plus, most public servants can retire earlier than their private sector colleagues. It is anticipated that over one million baby boomer human service workers will be eligible for retirement. But the workforce challenge is not simply about the overall worker shortage. Many of the baby boomer retirees will be the public sector's most experienced and talented leaders. As these people leave the workforce, agencies will need to retain and transfer their knowledge. To succeed, public sector agencies must build their leadership pipelines now.

PERSONNEL COMMITTEE  
PALMDALE WATER DISTRICT  
VIA: Mr. Dennis LaMoreaux, General Manager

July 10, 2012

Workforce planning is more critical than ever today to prepare agencies for the workforce crisis that is being created by profound demographic shifts. At the macro level, for example, there are more than 80 million baby boomers in the United States today accounting for almost 28 percent of our nation's population. As these boomers begin to retire in large numbers, the entire nation will face a workforce crisis because there are only 40 million in the population to replace the baby boomers.

Moreover, as the nation's population and workforce increasingly diversify, agencies will need to adapt their cultures, management and human resources approaches to this diversity. The agencies that do this in a carefully planned way will succeed in attracting and retaining talent. Those that don't evolve face the very real risk of failing to achieve their mission and their potential.

It's important to keep in mind that workforce planning is not a one-time event; it's about developing competencies to address workforce issues over time. Agencies that commit to the development of a workforce plan will gain a thorough understanding of their current workforce and will identify the competencies that will move the agency forward. Workforce planning puts the agency "one step ahead" resulting in informed staffing decisions that benefit the agency in both the short term and long term. More importantly, it helps recognize the most effective and efficient use of employees in creating a workforce that is, and will continue to be, flexible and responsive.

**Five steps to successful workforce planning:**

- **Strategy (Step 1):**  
*Example:* We will integrate workforce planning fully into the District's overall strategic planning process.
- **Data Collection (Step 2):**  
*Example:* We will project staffing needs for key positions for the next three years.
- **Data Analysis (Step 3):**  
*Example:* We will identify new job competencies to meet our organizational goals.
- **Gap-Closing Strategy (Step 4):**  
*Example:* We will reduce staff turnover within one year of completing implementation of our workforce plan.
- **Gap-Closing Strategy (Step 5):**  
*Example:* We will improve job fit among workers – we will train existing staff and hire new staff whose skills are better aligned with the work they actually do.

This represents a synopsis of a workforce planning study. Included with this memorandum is a draft document of a Workforce Plan for the years 2012-2013. This Plan can be significantly expanded but will give an idea of the process.

**Supporting Documents:**

- Draft PWD Workforce Plan 2012-2013

<sup>1</sup>CPS Human Resource Services. 2006. Workforce Planning Overview.

See also: CPS Human Resource Services. 2005. Building the Leadership Pipeline in Local, State and Federal Government.

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**Palmdale Water District  
2012 PWD Workforce Plan 2012-2013**







## **Part I: Overview**

The Mission of the Palmdale Water District is to provide high quality water to our current and future customers at a reasonable cost. The Vision statement of the District is that PWD will strive for excellence in providing high quality, reasonably priced water in the Antelope Valley by participating in local and regional water issues as a strong advocate for our customers, public education, asset management, water conservation, planning and securing additional water supplies, continuing our commitment to operate efficiently with the help of emerging technologies, challenging, motivating and rewarding our employees and offering premium customer service in all we do.

In the next five years, Palmdale Water District will revise the current Strategic Plan, review and re-engineer the staffing structure, and implement technologies that will ensure the effective and efficient day-to-day operations of this agency.

## **Part IIA: Current Workforce Profile (Supply)**

### **Critical Workforce Skills/Competencies**

- |                      |                     |                       |
|----------------------|---------------------|-----------------------|
| ■ Adaptability       | ■ Business Acumen   | ■ GM Analysis         |
| ■ Customer Oriented  | ■ Decision Making   | ■ Communication, Oral |
| ■ Reliability        | ■ Change Management | ■ Diversity Oriented  |
| ■ Consensus Building | ■ Judgment          | ■ Management Skills   |
| ■ Safety Awareness   | ■ Motivation        |                       |

There are 14 competencies listed but the main competencies and skills critical to this Palmdale Water District workforce plan are mentioned below to ensure the efficient, effective and safe operations of this water utility.

Accountability is the heart of our organization. Managers who are accountable for their decisions are those who achieve the results required to move Palmdale Water District forward.

Analytical skills are critical to Palmdale Water District because of the large amount of information that crosses the average employee's workspace during the workday. To understand and organize that information, strong analytical skills are needed.

It has been said that employees who understand the overall goals of the business are more apt to ensure their actions are focused on making a difference for the District. This is where the competency of business acumen is important. Being customer oriented does not mean that the customer is always right, but it does mean the customer is always significant. Our employees must be aware of that and treat all customers with respect, responding to their needs on a timely basis.

Innovation is a competency critical to everyone at Palmdale Water District from Engineering to Facilities. All employees must ensure they are willing to work and think "outside of the box" whenever the situation calls for that.

The final competency identified as critical to our workforce is problem solving. From the customer services representative who needs to apply creative solutions to the manager dealing with the staggering increases in costs, problem solving is a key competency.

The identification of these critical competencies results from the District's objective to identify competencies crucial to the future growth of Palmdale Water District. These competencies will be incorporated into all aspects of job design, hiring processes, performance improvement, and employee assessment.

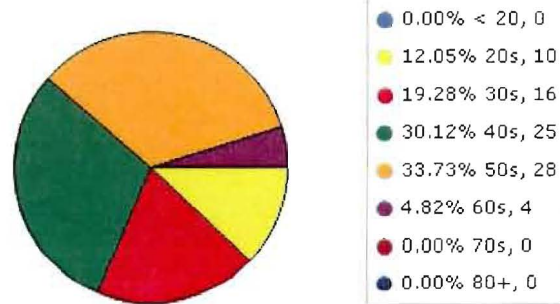
## Part IIB: Workforce Demographics

### Employee Age Breakdown

Average Age: 45.31 years

Age Group	Number	Percent
< 20	0	0.00%
20s	10	12.05%
30s	16	19.28%
40s	25	30.12%
50s	28	33.73%
60s	4	4.82%
70s	0	0.00%
80+	0	0.00%

### Employee Age Breakdown



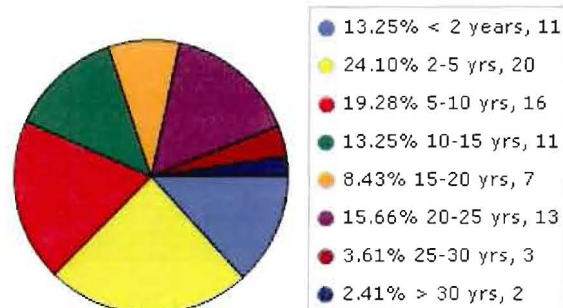
Approximately 34% of the workforce are Baby Boomers, with 30% relatively close in age. As more Baby Boomers leave the workforce in the next 5 to 10 years, it is important that the District understands this impact on the workforce. A significant portion of the workforce will have many years and opportunities for personal development.

### Employee Tenure

Average Service: 10.72 years

Tenure	Number	Percent
< 2 years	11	13.25%
2-5 yrs	20	24.10%
5-10 yrs	16	19.28%
10-15 yrs	11	13.25%
15-20 yrs	7	8.43%
20-25 yrs	13	15.66%
25-30 yrs	3	3.61%
> 30 yrs	2	2.41%

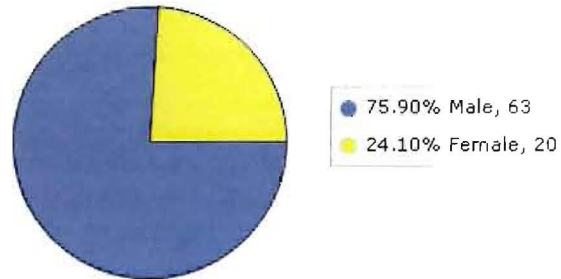
### Employee Tenure



Average length of service is 10.72 years reflecting the stability of the workforce and the opportunity to prepare employees for upward mobility.

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### Employee Gender



### Employee Gender

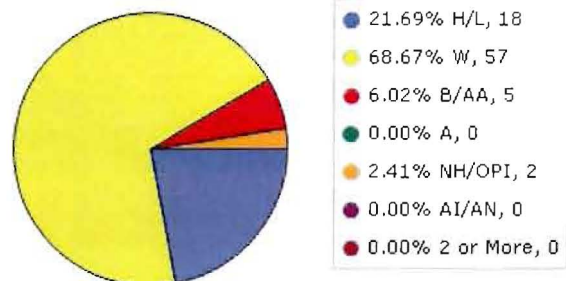
Gender	Number	Percent
Male	63	75.90%
Female	20	24.10%

Efforts should be directed at increasing marketing and recruitment efforts to expand hiring of women in predominately male dominated positions at the District.

### Employee Race

Race	Number	Percent
H/L	18	21.69%
W	57	68.67%
B/AA	5	6.02%
A	0	0.00%
NH/OPI	2	2.41%
AI/AN	0	0.00%
2 or More	0	0.00%

### Employee Race



The predominate race/ethnicity is white. The District could benefit from expanding recruitment efforts to minority populations to achieve an even balance. In addition, a collaborative venture with local colleges would be beneficial for training future water utility candidates. The District's diversity profile allows for cultures to carry over into diversity of thought and helps ensure our success as an organization.



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#### Retirement Eligibility

Year	Number	Percent
2012	20	23.53%
2013	1	1.18%
2014	1	1.18%
2015	5	5.88%
2016	4	4.71%

In the years 2012 and 2013, the greatest percentage of the workforce could be impacted by retirements. To address the challenges of losing long-tenured staff to retirement, the District has begun the Succession Planning Program process. Over the next two years, succession plans are needed for those key employees who will be facing retirement in the

coming years. If all eligible individuals choose to retire when they become eligible, District operations would be dramatically affected. The District must prepare for this possible impact as it directly affects our customer base and service solutions. Analysis in identifying the impact that pay grade/level will have on these positions could result in a cost savings of approximately \$200,000 in pay and benefits.

### Part III: Future Workforce Profile (Demand Analysis)

#### A. Critical Functions

##### CRITICAL FUNCTIONS

Ensure that the succession planning team identifies key positions and competencies for the next three to five years. Focus on developmental strategies to prepare high potential employees for transitioning into upper level positions.

A. Critical Functions

B. External Environment

C. Internal Environment

D. Future Workplace Skills Needed

There are six critical functions identified for the District: engineering, water and energy resources, water treatment, facilities, finance and human resources.

The need in these departments is centered around knowledge transfer. The current staff is very consistent in developing new technology and educating staff on the various nuances of the devices in our existing industry.

However, in the future the District will soon be in the hands of less experienced staff. In addition, each

department will need to be involved in more development projects from inception to implementation.

In the area of Human Resources, a number of critical aspects of Palmdale Water District will center on this department. Hiring initiatives in facilities, engineering, and customer service and treatment plant operations; preparation for health and benefit strategies; legal issues; employee relations and succession plans for the District as a whole, and departments individually

Three external challenges to be aware of:

- 1) Time to fill engineering positions
- 3) Planned growth management
- 4) Restructuring of staffing levels and compensation plans

#### **B. External Environment**

##### **External Environment:**

Develop recruitment plans to promote or hire employees to fill vacancies left by retirees in 2012. Prepare training strategies for employees to upgrade skills and competencies in the areas that are of interest to them. Incorporate internship programs in Engineering, Facilities and Operations Departments. Seek highly skilled individuals for key positions and ensure training and development plans are in place for each hire.

Succession Planning Program Team will develop the District's Succession Plan considering the internal and external environment of available abilities, skills and talent of individuals seeking to advance or are engaged in entry level positions.

#### **C. Internal Environment**

##### **C. Internal Environment:**

Develop and implement the District's Succession Program Plan to find ways to fill vacant positions. Provide training and internships for highly skilled staff. Understand competencies required in each position and prepare avenues to fill the gaps for internal candidates. Hire new employees to fill entry level positions vacated by high potential employees.

#### **D. Future Workplace Skills Needed**

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**AGENDA ITEM NO. 4.3**

**D. Future Workplace Skills Needed**

**D. Future Workforce Skills Needed:**

Managment, leadership and supervisory skills development are needed for the future workforce of Palmdale Water District. Interpersonal skill development and problem solving abilities are needed to interact with customers, management, interdepartmental staff and the board of directors. Additional skills needed are coaching, mentoring and mediation. Accountability and commitment to completing tasks are essential for the Palmdale Water District management team.



#### **Part IV: Gap Analysis and Action Plans**

The information below details the gaps or issues that your organization needs to address in order to meet your goals for the next time period. The Action Plan shows the specific steps you will use to fill the gaps you identified.

##### **Identified GAP Issue: Supervisory Skills**

###### **SUPERVISORY SKILLS:**

Within the next 12 months, all positions held by supervisory staff should be trained in basic supervision.

##### **Identified GAP Issue: Management & Leadership**

###### **MANAGEMENT AND LEADERSHIP:**

Within the next 12 months, all managers should be trained in basic and intermediate management skills. In addition, leadership training should be offered to prepare managers to lead their units and develop a more effective organization.

##### **Identified GAP Issue: Coaching & Mentoring**

###### **COACHING AND MENTORING**

Within the next 24 months, staff should learn coaching techniques and develop mentoring strategies in their respective departments to encourage employee development.

##### **Identified GAP Issue: Training**

###### **TRAINING**

Within the next 12 months, Palmdale Water District will need to train the less tenured workforce and develop skills, knowledge and abilities to move into positions when they are vacated.

##### **Identified GAP Issue: Risk Management**

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**AGENDA ITEM NO. 4.3**

## **RISK MANAGEMENT**

Within the next 12 months, risk management strategies should be developed and an accountability assigned to departments.





## Preliminary Summary of Pension Reform Provisions

These preliminary comments of CalPERS staff are based on its current understanding of AB 340 as set forth in Conference Report. These comments are not intended to address all issues that could arise if the bill becomes law.

Brief Summary	PROPOSED STATUTE	IMPACTS CURRENT MEMBERS	IMPACTS FUTURE MEMBERS												
<p><b>Reduced Benefit Formulas &amp; Increased Retirement Ages</b> Would create a new defined benefit formula of 2% at age 62 for all new non-safety employees with an early retirement age of 52 and a maximum benefit factor of 2.5% at age 67, and three new defined benefit formulas for safety public employees with a normal retirement age at 50 and a maximum retirement age at 57 as follows:</p> <table><tr><td></td><td>Normal Ret Age</td><td>Maximum Benefit Factor</td></tr><tr><td>Basic Formula</td><td>1.426% at Age 50</td><td>2% at Age 57 and older</td></tr><tr><td>Option Plan 1</td><td>2% at Age 50</td><td>2.5% at Age 57 and older</td></tr><tr><td>Option Plan 2</td><td>2% at Age 50</td><td>2.7% at Age 57 and older</td></tr></table> <p>Also would require the formula offered be the closest to the formula presently offered to the same classification and that provides a lower benefit at 55 years of age.</p>		Normal Ret Age	Maximum Benefit Factor	Basic Formula	1.426% at Age 50	2% at Age 57 and older	Option Plan 1	2% at Age 50	2.5% at Age 57 and older	Option Plan 2	2% at Age 50	2.7% at Age 57 and older	<p><b>7522.10</b> <b>7522.15</b> <b>7522.20</b> <b>7522.25</b></p>		<p><b>X</b></p>
	Normal Ret Age	Maximum Benefit Factor													
Basic Formula	1.426% at Age 50	2% at Age 57 and older													
Option Plan 1	2% at Age 50	2.5% at Age 57 and older													
Option Plan 2	2% at Age 50	2.7% at Age 57 and older													
<p><b>Cap Compensation that Counts Toward Pension Benefits</b> Would cap the annual salary that counts towards final compensation for all new employees, excluding judges, at \$110,100 (2012 Social Security Contribution and Benefit Base) for employees that participate in Social Security or \$132,120 (120% of the Contribution and Benefit Base) for those employees that do not participate in Social Security. This compensation cap would adjust annually based on the CPI for All Urban Consumers.</p>	<p><b>7522.10</b></p>		<p><b>X</b></p>												
<p><b>Eliminate Replacement Benefit Plans</b> Would prohibit a public employer from offering a plan of replacement benefits for new members whose retirement benefits are limited by IRC Section 415. Also would prohibit</p>	<p><b>7522.43</b></p>	<p>*</p>	<p><b>X</b></p>												



## Preliminary Summary of Pension Reform Provisions

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Brief Summary	PROPOSED STATUTE	IMPACTS CURRENT MEMBERS	IMPACTS FUTURE MEMBERS
a public employer from offering a replacement benefit plan for any employee if the employer does not offer a plan of replacement benefits prior to January 1, 2013.			
<b>Federal Compensation Limit for Determining Retirement Benefits</b> (1) Would require all public retirement systems in California to adhere to the federal compensation limit when calculating retirement benefits for new members; and (2) would prohibit a public employer from making contributions to any qualified public retirement plan based on any portion of compensation that exceeds this limit. <i>(Note: CalPERS already adheres to the federal compensation limit)</i>	7522.42		X
<b>Actuarially Reduced IDR Benefits for Public Safety</b> Would allow a safety member, who qualifies for an IDR, to receive the greater of: 1) 50% of the member's final compensation plus any annuity purchased with his/her accumulated contributions, if any; 2) A service retirement, if the member qualifies for service retirement; or 3) An actuarially reduced retirement formula, as determined by the actuary, for each quarter year of service age less than age 50, if that amount would be higher than 50% of salary.	7522.66 21400	X	X
<b>Equal Sharing of Normal Cost</b> <ul style="list-style-type: none"> <li>For new and current employees, the bill provides that "the standard shall be that employees pay at least 50% of the normal costs and that that employers not pay any of the required employee contribution."</li> <li>For new employees of contracting agencies and schools, the initial employee contribution rate may not be less than 50% of the total annual normal cost of pension benefits.</li> </ul>	7522.30 20516.5 20683.2	X	X



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Brief Summary	PROPOSED STATUTE	IMPACTS CURRENT MEMBERS	IMPACTS FUTURE MEMBERS
<ul style="list-style-type: none"><li>For employees of contracting agencies and schools, the employer and employee organization may mutually agree to pay cost sharing agreement for pension benefits between January 1, 2013 and December 31, 2017. Beginning on January 1, 2018 the employer may unilaterally require employees to pay 50% of the total annual normal cost up to an 8% contribution rate for miscellaneous employees and an 11 or 12 percent contribution rate for safety employees.</li><li>For state employees, contribution rates increase by a fixed percentage at specific dates beginning July 1, 2013. Rates increase and vary by bargaining unit and classification.</li></ul>			
<b>Close LRS For New Members</b> Would prohibit new members from participating in the LRS. However, new statewide constitutional and legislative statutory officers would still be eligible for optional membership in CalPERS.	9355.4		X
<b>Equal Health Benefits and Health Benefit Vesting Schedule for Non-Represented and Represented Employees</b> Would eliminate the ability of an employer to provide better health benefits or a better health benefit vesting schedule to non-represented employees than it does for represented employees.	7522.40	X	X
<b>Prohibit Purchases of Airtime</b> Would eliminate the ability of any public employee to purchase nonqualified service or "airtime," unless an official application was received by the system prior to January 1, 2013.	7522.46	X	X



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<b>Prohibit Retroactive Pension Increases</b> Would prohibit public employers from granting retroactive pension benefit enhancements that would apply to service performed prior to the date of the enhancement. This would apply to current and future employees.	7522.44	X	X
<b>Prohibit Pension Holiday</b> Would require the combined employer and employee contributions, in any fiscal year, to cover that year's normal cost.	7522.52	X	X
<b>Calculate Benefits Based on Regular or Base Pay to Stop Spiking: New Employees</b> Would require that pensionable compensation for all new employees be defined as the normal monthly rate of pay or base pay of the member paid in cash to similarly situated members of the same group for services rendered on a full-time basis during normal working hours, pursuant to a publicly available pay schedule. Would also exclude all bonuses, overtime, pay for additional services outside normal working hours, cash payouts for unused leave (vacation, annual, sick leave, CTO, etc.), severance pay and various other types of pay as specified. Also would exclude any compensation determined by the retirement board to have been paid to increase a member's retirement benefit and any other form of compensation determined to be inconsistent with the statutory definition.	7522.40		X
<b>Require Three-Year Final Compensation</b> Would require that final compensation for new employees of all California public agencies be defined as the highest average annual final compensation during a consecutive 36 month period, subject to the cap. Also would prohibit a public employer	7522.33	*	X



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in the future from modifying a benefit plan to provide a final compensation period of less than a three year period for existing employees.			
<b>Felons Forfeit Pension Benefits</b> Would require both current and future public officials and employees to forfeit certain specified pension and related benefits if they are convicted of a felony in carrying out their official duties, in seeking an elected office or appointment, or in connection with obtaining salary or pension benefits, subject to certain requirements.	<b>7522.70</b> <b>7522.72</b> <b>7522.74</b>	<b>X</b>	<b>X</b>
<b>Limit Post-Retirement Public Employment</b> <ul style="list-style-type: none"> <li>• Would limit all employees who retire from public service from working more than 960 hours or 120 days per year for any public employer in the same public retirement system without reinstating from retirement.</li> <li>• Would require a 180-day "sit-out" period before a retiree could return to work without reinstating from retirement except under certain circumstances.</li> <li>• Would require a 180-day "sit-out" period for retirees who received either a golden handshake or some other employer incentive to retire.</li> <li>• Would require a public retiree appointed to a full-time position on a state board or commission to suspend his or her retirement allowance and become a member of CalPERS.</li> </ul>	<b>7522.56</b>	<b>X</b>	<b>X</b>
<b>Contracting Agency Liability for Excessive Compensation</b> Would require CalPERS (for plans it administers) to define a "significant increase" in actuarial liability for a former employer caused by increased compensation paid to a nonrepresented employee by a subsequent public employer. Would also require	<b>20791</b>	<b>X</b>	<b>X</b>





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CalPERS develop a plan to assess the cost of that excess liability to the employer who paid the excessive compensation and the provision would apply to any significant increase that is determined after January 1, 2013 regardless of when that increase occurred.			

AGENCY / MUNICIPALITY	HEALTH BENEFITS OFFERED TO ACTIVE EMPLOYEES (e.g. medical, dental, vision)	WHO MAY BE INCLUDED UNDER HEALTH BENEFITS? (e.g. Retiree, Retiree + Spouse, Retiree + Family)	EMPLOYER CONTRIBUTION CAP (e.g. flat rate, percentage of health premiums, benchmark formula)	EMPLOYEE CONTRIBUTION (per employment contract)	DO YOU OFFER AN OPT-OUT OPTION?	ADDITIONAL NOTES / CLARIFICATION
WESTERN MUNICIPAL WATER DISTRICT	Medical, Dental, Vision	Employee, Spouse, Family	Effective calendar year 2011, the District contributes a maximum of \$1,520.32. This amount, subject to change on an annual basis, is determined based upon the following benchmark formula - the District pays per employee, per month, an average cost of the highest and lowest premiums for medical coverage for Employee and Family (CY 2011 = \$1,432.64); the highest cost dental plan for Employee and One Dependent (CY 2011 = \$70.42); and vision plan for Family (CY 2011 = \$17.26)	All amounts in excess of the Employer Contribution	Applicable only to medical coverage - Upon showing proof of medical coverage through another source, the District will permit an Employee to opt-out of medical coverage through the District and receive fifty percent of the value of the medical coverage premium of the lowest cost medical plan for Employee and One Dependent (CY 2011 = \$434.65), less applicable deductions. The opt-out amount is paid each month.	N/A
Rancho California Water District	Medical, Dental and Vision	Employees, Spouse and Family	The District pays for the employee's portion of medical and the employee is responsible for 10% of the difference for Employee +1 and family plans. The District pays 100% of dental and vision.	All amounts in excess of the Employer Contribution	Yes, amount is \$440.73.	
SAWPA	Medical, Dental, Vision	Employee, Spouse, Family	Cap for medical is 1,227.00, Dental cap is \$112.51 (100%) and vision is 22.07 (100% covered)	All amounts in excess of the Commission-approved cap.	Employees may opt out of medical coverage, but must enroll in Dental and Vision per MOU with ACWA. Nothing is offered in-lieu of medical coverage.	
Inland Empire Utilities Agency	Medical, Dental, Vision	Employee, Spouse/Registered Domestic Partner, other eligible dependents	Effective 1/1/2011, the Agency contributes a monthly maximum amount as follows: for the purchase of medical, dental (mandatory), and/or vision. Employee - \$657.00, Employee + One = \$868.00 and Family = \$1,071.98	All amounts in excess of the Employer Contribution	Yes, in the amount of \$675/mo. Applicable only to medical coverage upon proof of other medical coverage.	
Olivenhain Water District	Medical, dental, vision	Employee, spouse, dependents (family)	100% of premium cost for health, vision & dental	None	No	
Eastern Municipal Water District	Medical, Dental, Vision	Employee and dependents	Maximum of \$1523/month for family coverage. This is negotiated and is generally the amount of the highest HMO premium.	All amounts in excess of the employer contribution	Yes. Employees that have proof of other coverage may receive \$487.48/month in lieu of medical coverage	Dental premiums are paid 100% by District for employee and dependents; vision coverage for employee is paid by District, dependent coverage is voluntary and paid by employee
City of Riverside	Medical, dental, vision	Employee, Spouse, Registered Domestic Partner, natural & adopted children, step-children, children for whom the EE has legal guardianship	Miscellaneous Employees: Health and Vision = City pays \$935 month and pays for Dental \$45 per month.	All amounts in excess of the Employer contribution	Yes, eligible for \$2,000 yearly.	
Otay Water District	Medical and Dental	Employee, Spouse, Family, dependents under the age of 19 (dependents over 19 at employees own expense)	The District pays 100% of premium for employee and 88% for dependents. The District allows dependents over the age of 19 to continue on the plan until age 26 but does not cover the difference in premium cost.	Employee pays 12% of premium cost for dependents. Employee pays 100% of premium cost for dependents over the age of 19.	Employees may opt out of medical plan only upon showing proof of other medical coverage. Employees that opt out are eligible to receive \$46.15 per pay period (equal to \$1200 per year).	N/A
County of Riverside	Medical, Dental & Vision	Employee, Spouse, Family	Miscellaneous Employees: \$635.40 for medical, dental and vision	All amounts in excess of Employer Contribution	Yes	
Padre Dam Water District	Medical, dental	Employees and eligible dependents	District pays 100% of medical and dental for employees hired on or before June 30, 2007. Effective July 1, 2008, all individuals employed on or before June 30, 2007, and who switch enrollment to Blue Cross from another plan at open enrollment, will pay the difference between the cost of Blue Cross and the Kaiser plan. Employees hired on or after July 1, 2007, who enroll in Blue Cross will pay the difference between the cost of Blue Cross and the Kaiser plan.	Difference between plans.	Yes	
Santa Margarita Water District	Medical, dental and vision	Activee employee, spouse & dependents	District pays 100% for coverage for the employee for medical, dental and vision	Employee pays 40% of medical premium for spouse and dependents. Employee pays 100% of dental costs for spouse and dependents. District pays 100% of vision for family coverage.	No	
West Valley Water District	Medical, dental and vision	Employee, Employee + Spouse, Employee + Family	100%	None	No	N/A
Yorba Linda Water District	Medical, Dental, Vision and EAP	Employee + Family	District will pay 100% for employee and 2/3 for dependents.	1/3 of dependent premiums	NO	NA
Jurupa Community	Medical, Dental and vision	Employee, spouse and Family	Medical - Flat dollar amount cap negotiated where District will share any increase equally up to 10%. Anything in excess of 10% will be borne by the employee. Dental is paid 100% by the District. Vision is paid at the employee rate only.	All amounts in excess of the Employer Contribution	Yes, 150 per month stipend for those who opt out.	

ACTIVE EMPLOYEE HEALTH BENEFITS SURVEY (Information current as of December 2011)						
AGENCY / MUNICIPALITY	HEALTH BENEFITS OFFERED TO ACTIVE EMPLOYEES (e.g. medical, dental, vision)	WHO MAY BE INCLUDED UNDER HEALTH BENEFITS? (e.g. Retiree, Retiree + Spouse, Retiree + Family)	EMPLOYER CONTRIBUTION CAP (e.g. flat rate, percentage of health premiums, benchmark formula)	EMPLOYEE CONTRIBUTION (per employment contract)	DO YOU OFFER AN OPT-OUT OPTION?	ADDITIONAL NOTES / CLARIFICATION
Helix Water District	Medical, Dental and Vision	Employee and dependents	District pays 100% of medical premium for employees and dependents. Dental - District pays 100% of employee and 50% of dependent premium. The District pays 100% of the vision premium for employees and dependents.			
Cucamonga Valley Water District	Medical, Dental & Vision	Employee, Spouse and Family	District pays the greater of \$480.00 or 85% of medical premium.	Any amount in excess of ER contribution	Yes. Upon showing proof of medical coverage, the District will permit an Employee to opt-out. The EE receives the cafeteria allotment of \$480 per month and/or less any other benefit premium if enrolled. (i.e., additional life insurance amount, dental or vision) and the excess benefit is paid each month.	
Elsinore Valley Water District	Medical, Dental and vision.	Employee, Spouse, Dom. Partner and dependents (family)	Effective January 1, 2012, the district will pay the total premium of the lowest insurance plan for 'employee only' on medical. The district pays 100% on 'employee only' plans for dental and vision. The district will pay 95% of the medical, dental and vision premiums for employee +1 or the family rate. For employees hired after 1/1/2012, the district will pay 100% of the lowest medical premium for single employees, 100% dental and vision for single employees, and pay 90% of the premium for employee +1 and family rates for medical, dental and vision.	All amounts in excess of the Employer Contribution	Yes. They receive a credit of \$306.00 a month for opting out. For employees hired after 1/1/2012, they will receive a credit of \$250.00 a month for opting out of medical. There is no provision to opt out of dental or vision.	n/a
City of Corona	Medical	Employee, Spouse and eligible dependents	\$1,476.46 per month. Tier I- hired prior to 1/1/99. Tier II hired on or after 1/1/99, Tier II would receive the difference, if any after they had selected their plan. (This is because Tier I employees recieve lifetime medical)	Any premiums in excess of the capped amount.	Yes. Single \$185.00, Employee + One \$296.00, Family \$385.00 and proof of health insurance.	
City of San Bernardino	Medical Dental Vision	Employee, spouse family	Misc employees: based on medical coverage - Employee only = \$495; employee plus 1 = \$896; employee plus family = \$1,194 monthly.	Any amount in excess of Dept. contribution	Opt-out with proof of coverage = \$200 per month	
Rubidoux Water District	Medical, dental, vision	Employee, spouse, children	Employer paid 100% up to \$1,475/month for 2011	All excess above \$1,475/month	Opt out with certification of other coverage.	No cash paid with opt out provision.
Palmdale Water District	Medical, Dental, Vision, EAP	Employee, Spouse, Dependents, Retirees	The employer pays the total contribution for employees and dependents	No contributions paid by employee	This option has been under consideration	
Yucaipa Water District						
Did not respond						