Recruitment and Retention Strategies To Combat Rising Retirement Costs for Employees

Presented by:

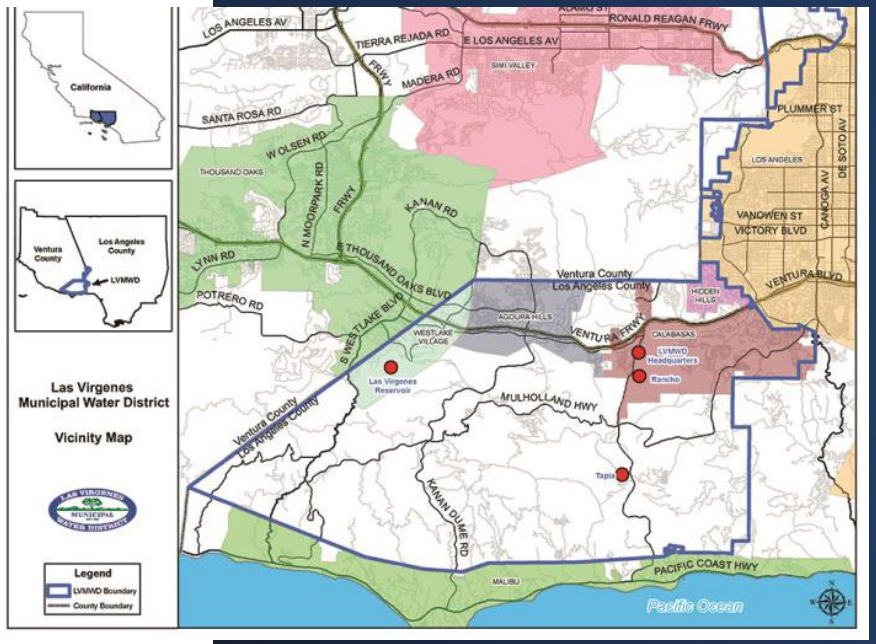
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Las Virgenes Municipal Water District

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About LVMWD

- District Headquarters located in Calabasas
- Services: potable water/wastewater treatment/recycled water/biosolids composting services
- Retail services to more than 75,000 residents
- Service areas: Agoura Hills, Calabasas, Hidden Hills, Westlake Village, unincorporated areas of western Los Angeles County
- 130 full-time budgeted positions
- 4 represented employee bargaining units, an unrepresented (executive) group, and a General Manager

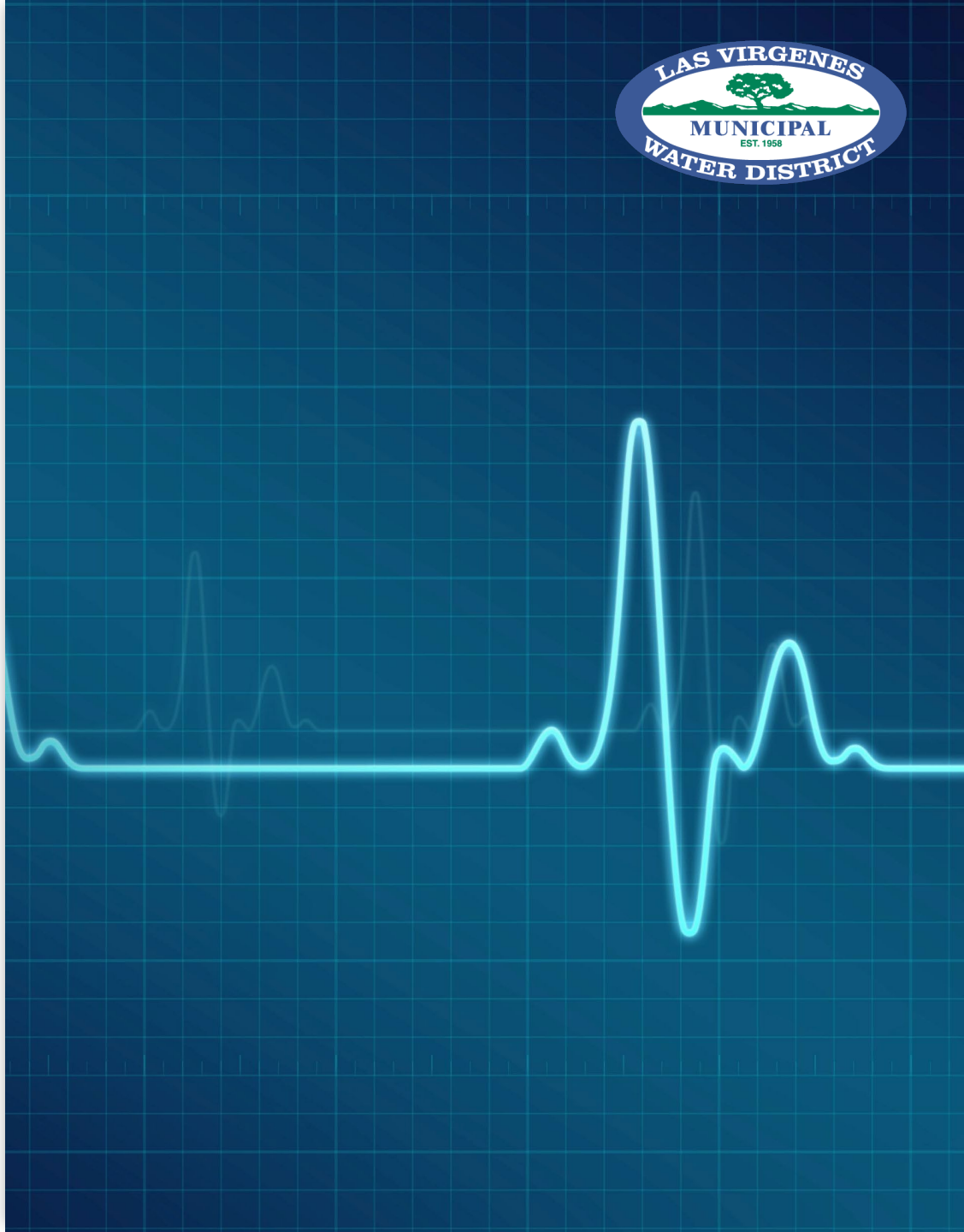


LVMWD Retirement Formulas

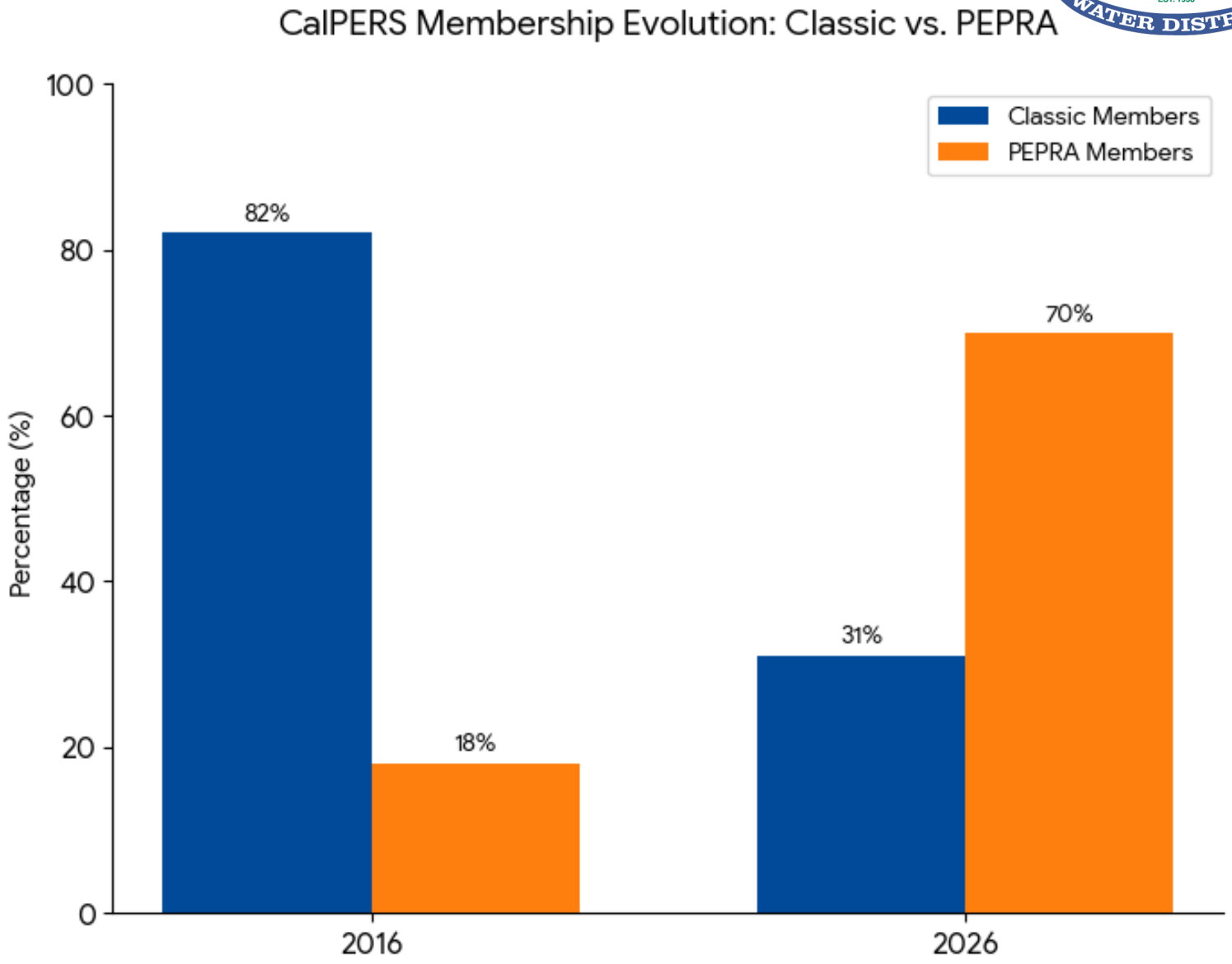
- **Classic Members** (hired before January 1, 2013)
  - 2% at 55; 7% employee contribution; single highest year – one-year final compensation
- **PEPRA Members** (hired on or after January 1, 2013)
  - 2% at 62; employees contribute 50% of normal cost, currently 7% of salary up to $159,733; 36-month final compensation period
- Example of a Classic vs. PEPRA Member with 30 years of CalPERS service at age 55:
  - A Classic Member retiring at age 55 would receive 60% of their salary.
  - A PEPRA Member retiring at age 55 would only receive 39% of their salary.
    - The PEPRA Member would have to be 62 years of age to receive 60% of their salary.

LVMWD Retiree Medical Benefits

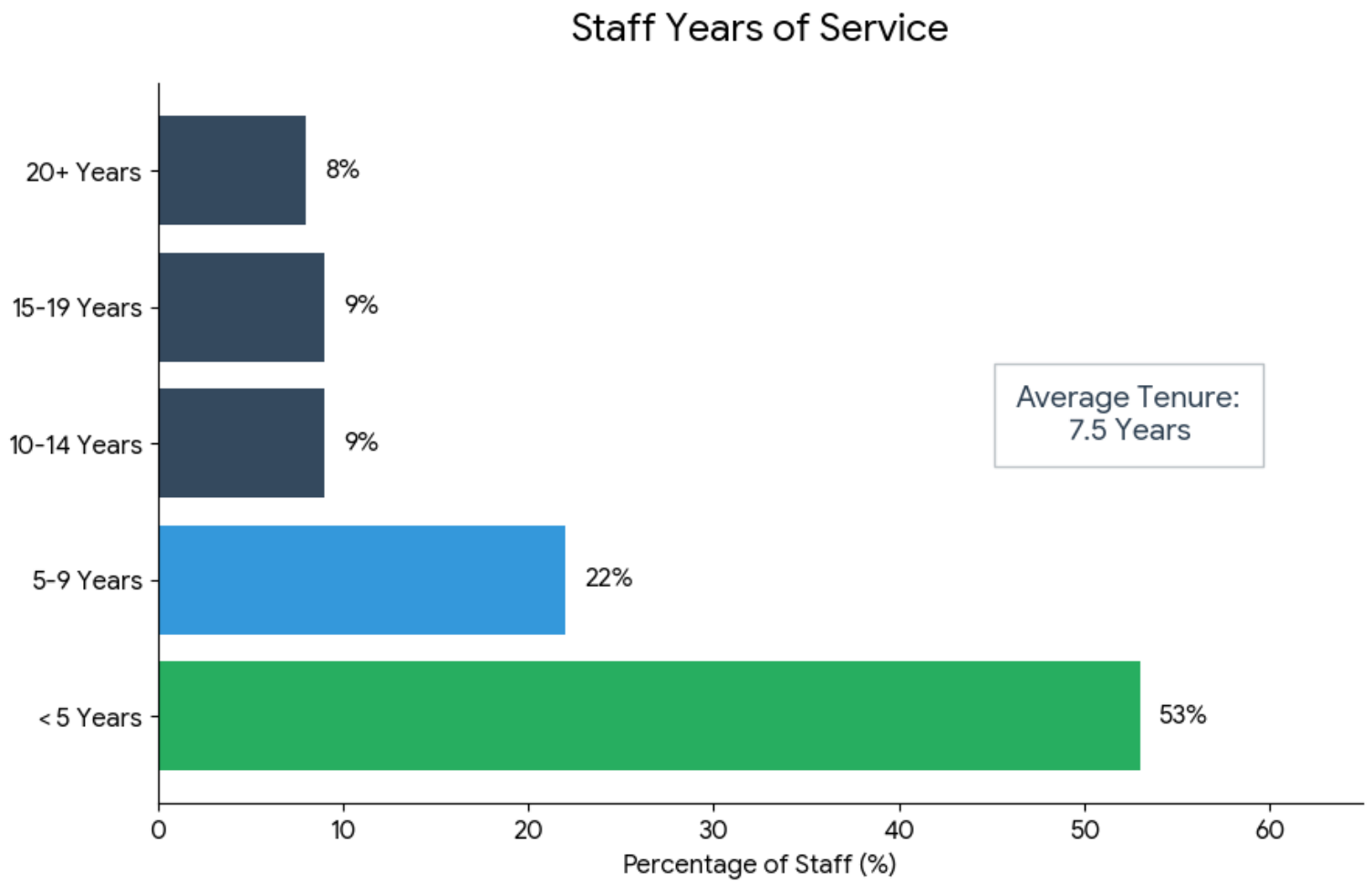
- **Tier I** (hired before 2006): The District covers 100% of the medical premium for the retiree and one dependent. Currently up to a $1,876/month value for our Classic PPO plan.
- **Tier II** (hired from 2006-2014): The District contributes 75% of the Classic PPO plan rate for the retiree and one dependent. Currently up to a $1,407/month value.
- **Tier III** (hired from 2015 to present): The District contributes 75% of the Kaiser HMO plan rate for the retiree only. Currently a $609/month value.
- Reduces District costs but increases employees' retirement expenses, particularly impacting newer employees.



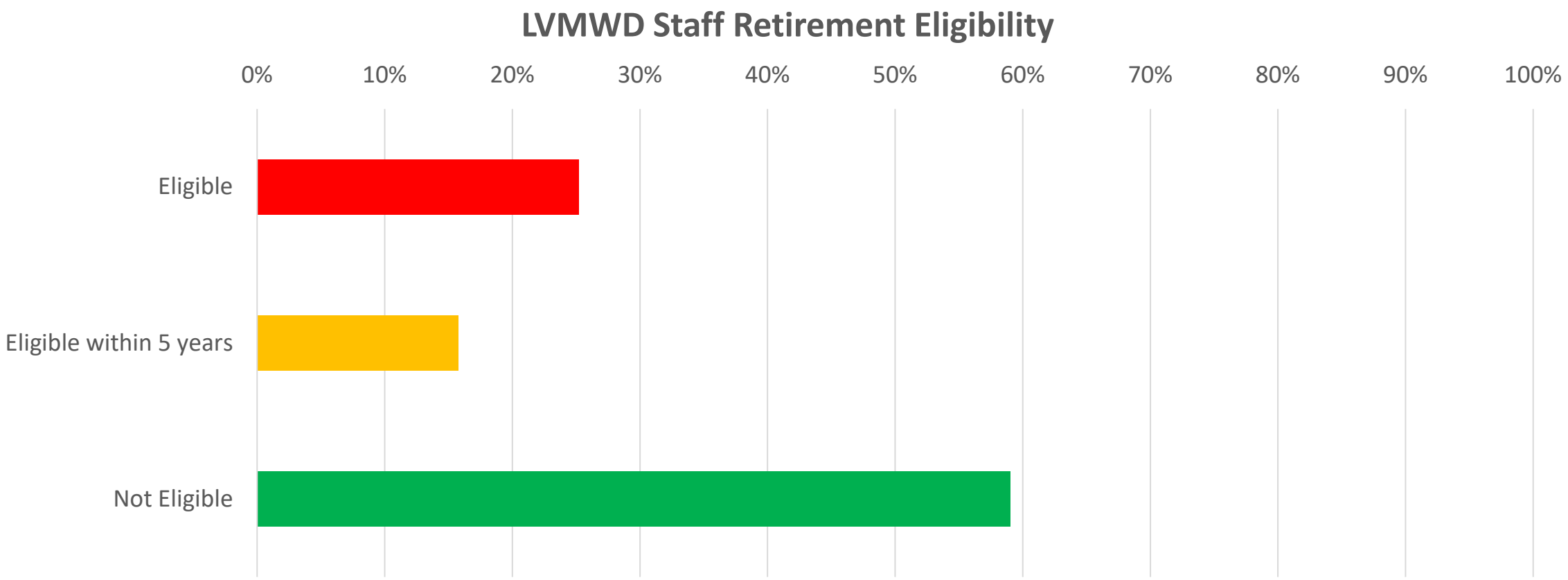
CalPERS Status at LVMWD



Over Half of LVMWD Staff Joined in the Last 5 Years



40% of our workforce is eligible to retire or will be in the next 5 years; 60% is not



What Does This Tell Us?

The majority of our workforce are new, PEPRA members, fall within Tier III for retiree medical benefits, and have over 5 years before they will be eligible to retire.

They are looking for ways to increase their salary and benefits package to help bridge this gap.

This leads to increased demands on the District.

What Do We Do?

1. Identify what is important to job seekers and position ourselves as an employer of choice.
2. Implement measures to attract, engage, and retain top talent.
3. Prepare for a changing workforce, recognizing that employees are not going to stay with us for their entire career.
4. Continuously evaluate and adapt our approach.

What is Important to Job Seekers?

We implemented new hire surveys to find out. The results show:

- Salary and benefits are most important to job seekers;
- Followed by the position and District culture, projects, and initiatives.
- Overall, feedback shows that new hires are inspired by teamwork, growth opportunities, and contributing to broader organizational success.

Salary and Benefits

A key component of LVMWD's Strategic Plan is to provide competitive pay and benefits in order to develop and maintain a highly effective workforce.

We do this by keeping a finger on the pulse of the market, making adjustments to remain competitive, and having flexible salary placement practices in place.

Total compensation studies, competitive compensation philosophy, and COLA increases	Salary placement practices

Salary and Benefits continued

- Over the past two negotiations cycles, we have made enhancements to our employee benefits package in the following areas:
  - Health Benefits
  - Life, Short- and Long-Term Disability
  - Leave Payouts
  - Service Recognition
  - Employee Reimbursement Programs
  - Pay for Certification Program
  - Retirement Benefits
- We have received robust salary and benefits proposals from our bargaining units in recent years.

District Culture:
Engage – Build a Community



Welcome and engage employees from the start



Employee Feedback



Employee Events & Recognition



Encourage employee engagement through transparency, collaboration, and fostering innovation

District Culture:
Retain – Invest in Employees & Prepare for the Future

Workplace Flexibility

Telework

Flexible work schedules

9/80 schedule

Employee Well-Being

Physical Fitness Program

Onsite fitness center

Wellness Grant

Mental health benefits

Professional Development

Tuition reimbursement

Professional development reimbursement & certification pay

Training and professional development partnerships and opportunities

Organizational Development & Succession Planning

Organizational and Staffing Analysis

Succession Plan

Knowledge Sharing

Job Shadow and Cross-Training Program

Out of class assignments

Overlapping positions

Classifications/job descriptions

Evaluate and Adapt



Communicate and market our employer brand



Proactively seek ongoing feedback



Track and evaluate workforce data



Plan for the future



Adapt as needed

Thank You

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