Enabling the Water Resources Utility of the Future
Achieving and Maintaining Economic and Social Health for the Community

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Andrada Butler
City of Atlanta Department of Watershed Management

Mark Poling
Clean Water Services – Hillsboro, Oregon
Webinar Logistics

• This webinar is being recorded
• Participants will be in listen-only mode
• To submit a question, use the Q&A function
• Presenters will monitor these questions and respond to as many as possible during the “Q&A” session at the end of the presentation.

• Webinar slides and recording information will be sent out to all participants following the webinar
Welcome
Jim Horne, U.S. EPA Office of Wastewater Management

Enabling the Water Resources Utility of the Future Series:
http://www.werf.org/a/b/Events/WebSeminars/WebSeminarSeriesArchive.aspx#1-21-16-UOTF
Opening Poll

Please indicate the sector that you work in:

- Utility
- State or Local Government
- Federal Government
- Consultant
- Academia
- Other
**WATER SYSTEM**
- 3,028 miles of pipeline
- 62,204 valves
- 24,385 fire hydrants
- 18 pump stations
- 3 water treatment plants

**WASTEWATER SYSTEM**
- 1,900 miles of pipeline
- 47,327 manholes
- 22 pump stations
- 4 water reclamation centers
- 2 water quality control facilities

**WATERSHED PROTECTION**
- 603 miles of pipe
- 47,351 inlets
- 2,349 culverts
- 6,175 outlets
- 14 drainage basins

- **Delivers** 100 MG of drinking water per day
- **Treats** 188 MG of wastewater per day

- **1.2M** Customers Served
- **$617M** FY 2019 Operating Budget
- **$1.26B** 5-YR Capital Improvement Program

- **Customers Served**
- **Capital Improvement Program**
- **Operating Budget**
VISION
To distinguish ourselves as leaders in innovation, service and value

VALUES
• Teamwork – focusing our collective strengths to deliver service
• Integrity – adhering to high ethical standards; doing the right thing at the right time for the right reasons
• Customer Value – understanding needs and delivering on our promises
• Accountability – accepting responsibility for our actions
• Employee Commitment – valuing our employees as our most valuable resource

MISSION
• Delivering excellent customer service through a motivated, skilled, and empowered workforce
• Ensuring treatment and delivery of high quality drinking water as well as collection and reclamation of wastewater to a high standard while implementing innovative solutions for resource recovery
• Sustainable stormwater management, integrated planning and mitigation of the adverse impacts of flooding, while leveraging partnerships to protect, restore and enhance our watersheds
• Building the capacity to be a strong partner in the resilience of our City
MAJOR OFFICES

- FINANCIAL ADMINISTRATION
- CUSTOMER CARE & BILLING SERVICES
- WATER TREATMENT & RECLAMATION
- ENGINEERING SERVICES
- LINEAR INFRASTRUCTURE OPERATIONS
- WATERSHED PROTECTION
- DWM - ATLANTA INFORMATION MANAGEMENT

ADMINISTRATIVE DIVISIONS

- HUMAN RESOURCES
- POLICY AND INTERGOVERNMENTAL AFFAIRS
- COMMUNICATIONS & COMMUNITY RELATIONS
- PERFORMANCE & ACCOUNTABILITY
- SAFETY, SECURITY & EMERGENCY MANAGEMENT
- ASSET ACCOUNTABILITY MANAGEMENT
- FACILITIES MANAGEMENT
- CLEAN WATER ATLANTA

PROGRAM
DWM Workforce Demographics

- **500** Male
- **941** Female
- **1,441** Total # of Employees
- **9%** Rate of Attrition
- **140** Total Positions Requiring License
- **283** Vacant Positions

**Retirement by Year from DWM**

<table>
<thead>
<tr>
<th>Year</th>
<th># of Retirees</th>
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<tbody>
<tr>
<td>2018</td>
<td>158</td>
</tr>
<tr>
<td>2019</td>
<td>199</td>
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<tr>
<td>2020</td>
<td>239</td>
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<tr>
<td>2021</td>
<td>294</td>
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<tr>
<td>2022</td>
<td>347</td>
</tr>
<tr>
<td>2023</td>
<td>401</td>
</tr>
<tr>
<td>2028</td>
<td>715</td>
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**Current Employees by Race**

- **Black**: 1215
- **White**: 174
- **Asian**: 26
- **Multi-racial**: 13
- **Hispanic/Latino**: 10
- **American Indian/Alaska Native**: 3

**Grand Total**: 1441
Strategic Plan
SP2022: A One Water Vision

• Serves as a roadmap to become a leading public water utility
• **Eight priorities** serve as key drivers in achieving the goals and objectives of the utility
• **Prioritizes the allocation of funding**
• Informs a course of action for disciplined decision making and implementation of critical programs and initiatives that shape the future of DWM
DWM Strategic Priorities

8 Strategic Priorities and Goal Statements
32 Objectives
104 Initiatives
KPIs for each initiative
Workforce Development
Planning Process

A. Created an Advisory Committee
B. Completed a Needs Assessment
C. Learning from Others (Internal & External)
D. Prioritization Workshops
E. Development of Workforce Development Framework
F. Collaborative Search for Solutions (Internal Workshops)
NEEDS ASSESSMENT

- Researched the most advanced workforce strategic planning efforts by water/wastewater utilities in the United States
- One-on-One Interviews with Executive Leadership Team
- Interviews with Business Unit Managers and Direct Reports
- Creation of survey that assist with identifying mission critical job categories, workflow process challenges and organizational factors that put performance at risk
DWM WORKFORCE CHALLENGES

• Aging Workforce
• Compensation not competitive with the market
• Stagnated Recruitment & Selection Process
• Lack of alignment between business units and job classifications assigned to business units
• Lack of internal technical training program
• No programs for transferring knowledge from experienced staff members to new staff members
• Lack of professional career growth
WORKFORCE DEVELOPMENT PLAN GOALS

• Implementation of an Internal and external workforce development focus
• Create a sustainable pipeline of qualified candidates that will improve DWM’s ability to provide safe drinking water, be a leader in innovation, and deliver excellent customer service
• Improve professional development and training opportunities for existing employees
WORKFORCE DEVELOPMENT FRAMEWORK

1. Identify Need: Organizational Assessment
2. Gather Data: Environmental Assessment
3. Analyze Workforce Supply & Demand
4. Identify Gaps
5. Close the Gap: Workforce Development Components
6. Monitor & Evaluate

LEADERSHIP
- Vision, Mission, Values
- Supervision & Performance Management
- Recruitment, Screening, & Selection
- Professional Development & Training
- Organizational Culture
- Community Outreach

Continuous Quality Improvement
Job Analysis & Position Requirements
KEY STRATEGIES

• Established external partnerships: Preparing Adult Offenders to Transition through Training & Therapy (PAT 3), Wellspring Living, Independent Electrical Contractors (IEC) & My Journey Matters
• Participating in the Water Equity Taskforce (Green Infrastructure Jobs)
• Revisions to the recruitment workflow process
• Restructured internship program to focus on STEM majors (Science, Technology, Engineering & Math)
• Curriculum & Certification Development (Atlanta Technical College)
Re-Entry Program

• Partnership between the City of Atlanta Department of Corrections (ADOC), Department of Watershed Management, Georgia Department of Correction and the Urban League of Greater Atlanta
• Aimed at reducing recidivism and filling hard to recruit positions as part of our Workforce Pipeline
• Candidate prerequisites: non-violent offender, 12-18 months left on sentence, father and no behavioral issues in last 6 months
• Current inmates housed at ADOC’s State certified transitional center
• 10 participants
• ULGA provides soft skills and job readiness training
• Watershed Management provided 11 weeks of water sector training (classroom & on-the-job training)
• 5 program participant was released and is now working full-time with DWM
Monitoring
How Success Will Be Tracked

• Creation of an Advisory Board and Initiative Champions
• Creation of Key Performance Indicators
• Development of an internal analytics dashboard
• Creation of universal tracking spreadsheets
• Monthly and Quarterly reporting by Initiative Champions
Lessons Learned

- Celebrate wins
- Don’t reinvent the wheel
- Leverage your strengths
- Prioritize. Find the 20% that yield 80%
- Integrate diverse talents and perspective experiments
- Don’t let the quest for perfection impair what’s possible
Thank you
PERFORMANCE EXCELLENCE AT CLEAN WATER SERVICES

Mark Poling
Business Strategy and Performance Systems Director
Clean Water Services
Beautiful clean water for today and tomorrow
THE SERVICES WE PROVIDE
WHAT WE DO

• Water Resource Recovery
• Surface Water Management
• River Flow Management
• Watershed Restoration
INVESTING IN RESILIENCY

• Workforce
• Facilities
• Programs & services to deliver on regional values
• Grey & green infrastructure
• Natural environment
BUSINESS STRATEGY & PERFORMANCE MANAGEMENT

• Performance Excellence
  ▪ District Strategic Approach & Plan
  ▪ Key Outcome Indicators
  ▪ Performance Management Software
  ▪ Community Dashboard
  ▪ Utility Analysis and Improvement Methodology
    ❖ Business Process Improvement and Lean Six Sigma

Catalyzing Transformational Partnerships
Integrated Water Resource Management & Resilient Watersheds
Organizational Excellence
Contributing to the Region's Environmental & Economic Vitality
Innovation & Resource Recovery
BUSINESS STRATEGY & PERFORMANCE MANAGEMENT

- Performance Excellence Core Values
  - Systems perspective
  - Visionary leadership
  - Customer-focused excellence
  - Valuing people
  - Organizational learning
  - Focus on success

- Managing for innovation
  - Management by fact
  - Societal contributions
  - Ethics and Transparency
  - Delivering value and results

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BUSINESS STRATEGY & PERFORMANCE MANAGEMENT

• The Performance Excellence Journey

- Organizational Profile
- Leadership
- Strategy
- Customers

- Measurement, Analysis, and Knowledge Management
- Workforce
- Operations
- Results
BUSINESS STRATEGY & PERFORMANCE MANAGEMENT

• Leading Water & Wastewater Utility Innovation Project
• Utility of the Future
• Effective Utility Management
• Leading Utilities of the World
Mission, Vision and Values

• Our MISSION
  ▪ We provide cost-effective services and environmentally sensitive management of water resources for the Tualatin River Watershed.

• Our VISION
  ▪ Enhance the environment and quality of life in the Tualatin River Watershed through visionary and collaborative management of water resources in partnership with others.

• Our VALUES
  ▪ Efficient Decision-Making
  ▪ Employee Team
  ▪ Financially Sound Management
  ▪ Performance Management
  ▪ Public Awareness
  ▪ Visionary Leadership
  ▪ Public Health & The Environment
  ▪ Scientific Information
  ▪ Team-Based Work Environment
  ▪ Long Range, Comprehensive, Basin-Wide Systems Approach
  ▪ Technical Excellence & Innovation
STRATEGIC OUTCOMES

- Catalyzing Transformational Partnerships
- Integrated Water Resource Management & Resilient Watersheds
- Organizational Excellence
- Contributing to the Region’s Environmental & Economic Vitality
- Innovation & Resource Recovery
PEOPLE
OUR WORKFORCE

CWS Employees Retirement Eligibility as of 4/18/19

<table>
<thead>
<tr>
<th>Eligible to Retire</th>
<th>Number</th>
<th>Retirement %</th>
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<tbody>
<tr>
<td>Senior Leadership</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Supervisors</td>
<td>9</td>
<td>51</td>
</tr>
<tr>
<td>Non-Supervisory</td>
<td>36</td>
<td>274</td>
</tr>
<tr>
<td>TOTAL</td>
<td>52</td>
<td>338</td>
</tr>
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Average: 47 years of age
Median: 48 years of age

# of employees (total = 338)
FY15 - 319.55 FTEs
FY16 - 329.55 FTEs
FY17 - 338 FTEs
FY18 - 351 FTEs
FY19 - 356 FTEs

- Resignation
- Retirement
- Termination

- APRIL 18, 2019
CREATING A RESILIENT WORKFORCE
BRINGING OUT THE BEST IN EACH OTHER

• Workforce Initiatives
  - Attract, recruit and retain
    - Refine marketing materials
    - Build partnerships
    - Classification and compensation study
    - Professional development
    - Succession planning

• Workplace Culture
  - Diversity, equity, inclusion and principles of respect
  - Passport learning opportunities
  - Employee recognition
  - Performance excellence

• Workplace Efficiencies
  - Human Resource Management System
    - Employee information database
    - Employee and management self-service
    - Timekeeping and attendance
    - Onboarding
    - Analytics
    - Performance evaluations
    - Benefits
DIGITAL SOLUTIONS

• Creation of Digital Solutions
  ▪ Develop business intelligence for quantitative decision support
  ▪ Deploy IoT technology and real time control to maximize existing capacity, performance and asset life.
  ▪ Optimize basin planning and risk management through Technology Integration
  ▪ Maintain reliable and up to date foundational systems and infrastructure
RESEARCH & INNOVATION

• Managed over 14 research studies and 18 directed innovation projects

• Developed procedures for successful operation of Fernhill wetland and documented compliance

• Purchased building and initiated design of new Clean Water Research & Innovation Center @ Fernhill

• Advanced acceptance of potable reuse through successful use of Pure Water Wagon

Catalyzing Transformational Partnerships
Integrated Water Resource Management & Resilient Watersheds
Organizational Excellence
Contributing to the Region’s Environmental & Economic Vitality
Innovation & Resource Recovery
BUSINESS PROCESS IMPROVEMENTS

• In-field Data Entry
  ▪ 12 hours/week savings
  ▪ Monthly Report time shortened by 16 days
BUSINESS PROCESS IMPROVEMENTS

• Real Time Work Tracking

Storm TV Inspection

2019

Storm Line Cleaning

2019
BUSINESS PROCESS IMPROVEMENT

• Green Infrastructure Asset Management Tools
  ▪ Data integration
  ▪ Real-time monitoring
  ▪ Drone technology

• Transformative Partnerships Training
DATA-DRIVEN DECISIONS

- Fleet Management

Fleet Coordinator Notes: Last PM Service, vendor indicated that the motor could potentially have internal issues developing.
LESSONS LEARNED

• Start where you are
• Invite and involve everyone
• Three turns of the flywheel
• It’s a journey
THANK YOU

Mark Poling
Business Strategy and Performance Systems Director
Clean Water Services
polingm@cleanwaterservices.org
Question & Answer

Please submit text questions using your webinar dashboard
Closing Poll #1

On a scale of 1-10, with 10 being the best score and 1 being the worst, how would you rate today’s Webinar?
Closing Poll #2

Finally, what other topics would you like to see covered in subsequent webinars?

Please type a brief response in the questions box.
Thank you!