

Enabling the Water Resources Utility of the Future

Achieving and Maintaining Economic and Social Health for the Community

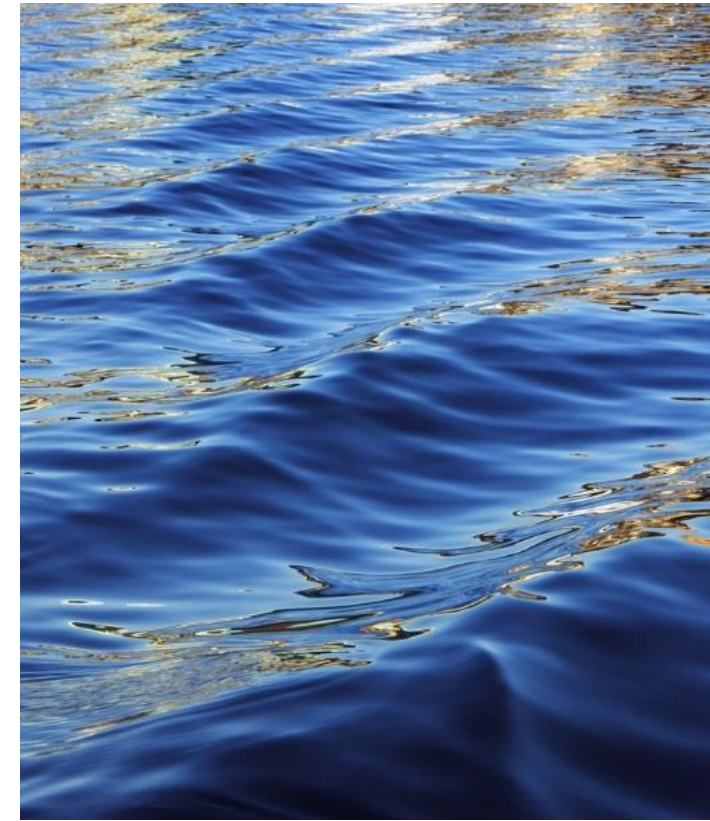
May 16th, 2019

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/WebSeminarSeriesArchives.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



CITY OF ATLANTA DEPARTMENT OF
**watershed
management**

Keisha Lance Bottoms, Mayor
Kishia L. Powell, DWM Commissioner

DEPARTMENT OF WATERSHED MANAGEMENT

Andrada Butler, Chief of Staff





CITY OF ATLANTA DEPARTMENT OF
**watershed
management**

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

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



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



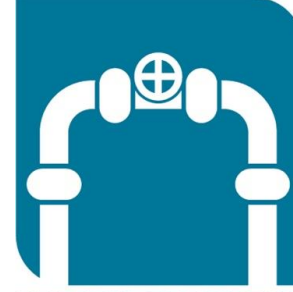
CUSTOMER CARE & BILLING
SERVICES



WATER TREATMENT &
RECLAMATION



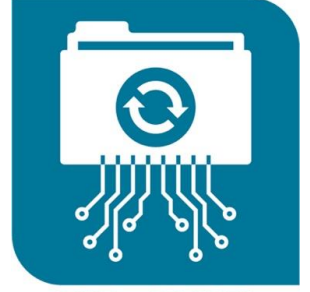
ENGINEERING SERVICES



LINEAR INFRASTRUCTURE
OPERATIONS



WATERSHED
PROTECTION



DWM - ATLANTA
INFORMATION
MANAGEMENT

ADMINISTRATIVE DIVISIONS

PROGRAM



HUMAN RESOURCES



POLICY AND
INTERGOVERNMENTAL
AFFAIRS



COMMUNICATIONS &
COMMUNITY RELATIONS



PERFORMANCE &
ACCOUNTABILITY



SAFETY, SECURITY &
EMERGENCY
MANAGEMENT



ASSET ACCOUNTABILITY
MANAGEMENT



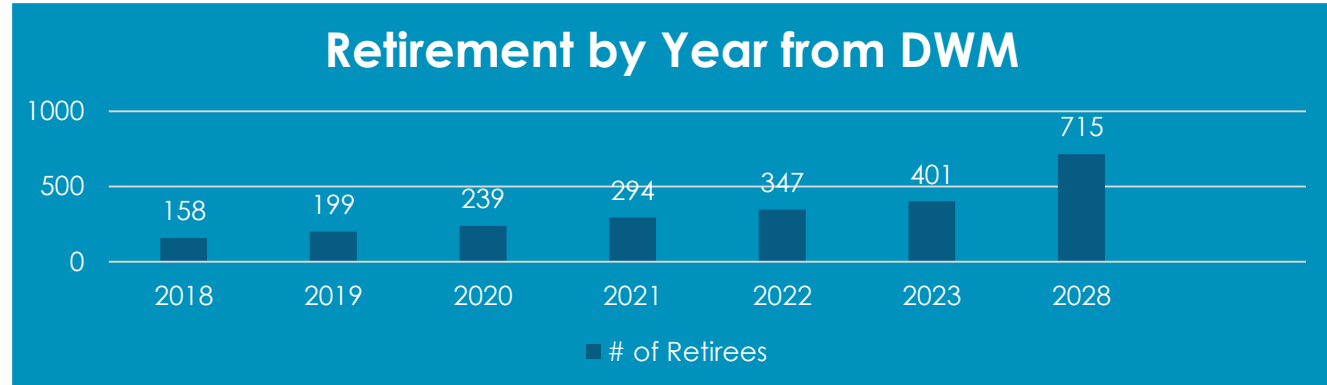
FACILITIES
MANAGEMENT



CLEAN WATER ATLANTA



DWM Workforce Demographics



Black	1215
White	174
Asian	26
Multi-racial	13
Hispanic/Latino	10
American Indian/Alaska Native	3
Grand Total	1441



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management**

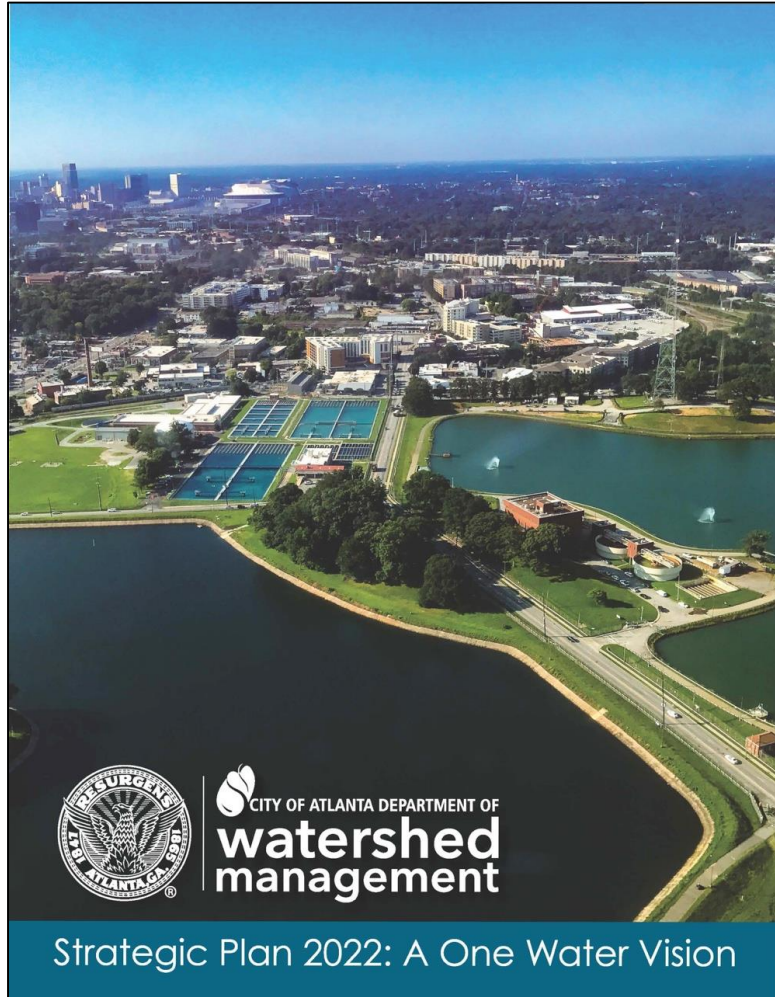
Keisha Lance Bottoms, Mayor
Kishia L. Powell, DWM Commissioner

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



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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

CHALLENGE



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





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



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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





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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

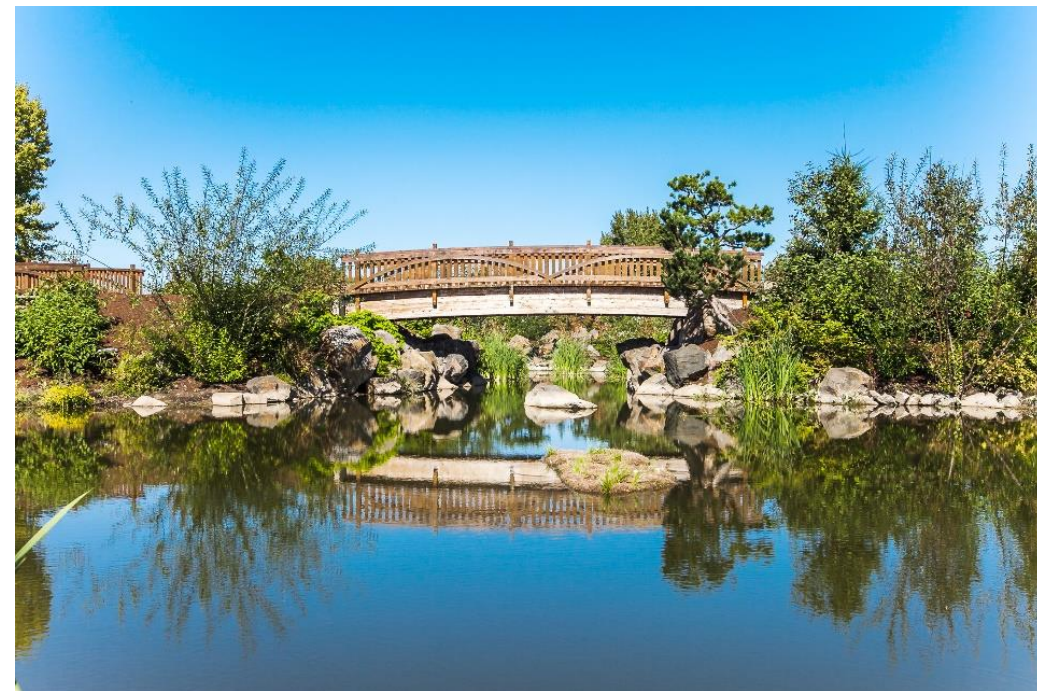
WHAT WE DO

- 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



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BUSINESS STRATEGY & PERFORMANCE MANAGEMENT



- Leading Water & Wastewater Utility Innovation Project
- Utility of the Future
- Effective Utility Management
- Leading Utilities of the World



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Innovation &
Resource Recovery

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



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Integrated Water
Resource
Management &
Resilient Watersheds

Tualatin



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Contributing to
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Environmental &
Economic Vitality

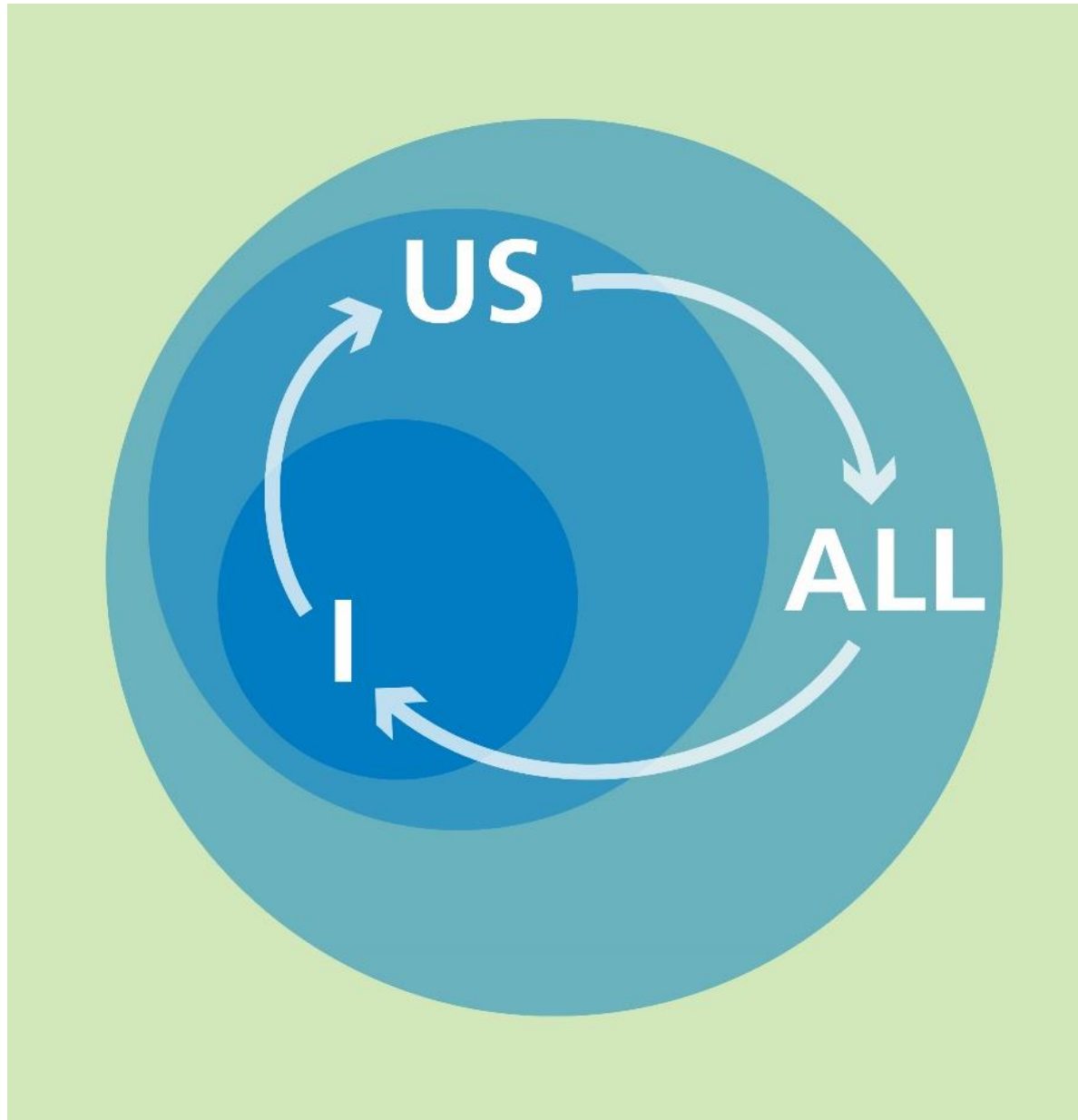


Innovation &
Resource Recovery

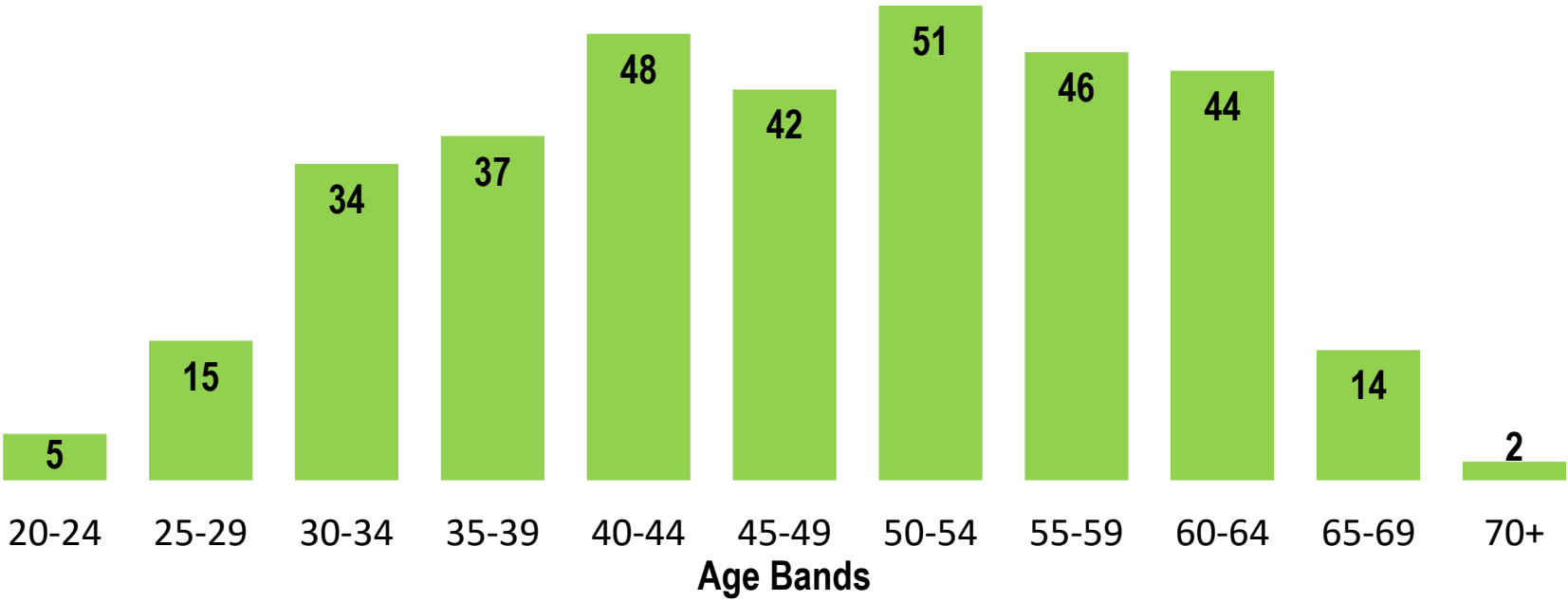
River



PEOPLE



OUR WORKFORCE



Average: 47 years of age

Median: 48 years of age

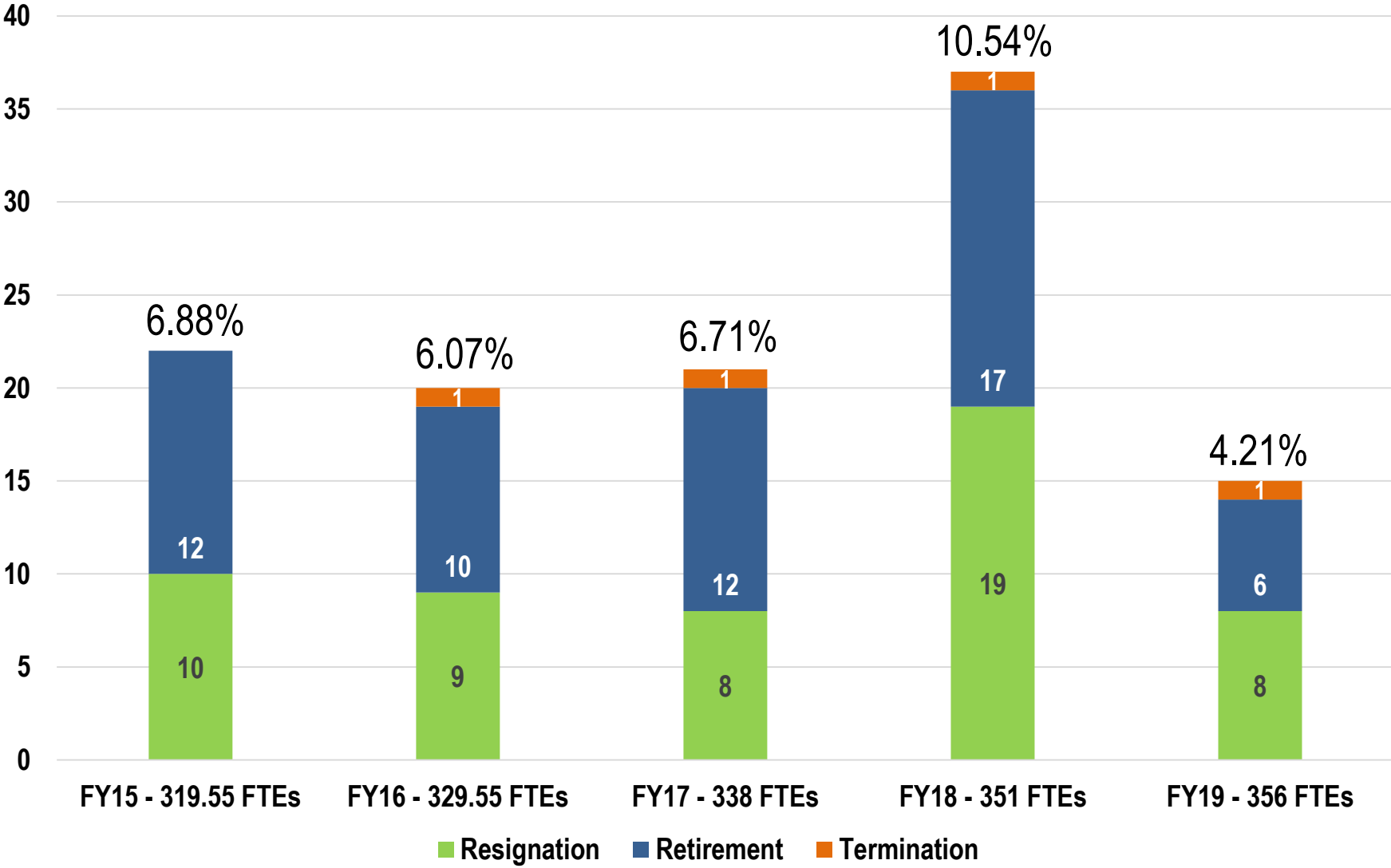
of employees (total = 338)

CWS Employees Retirement Eligibility as of 4/18/19			
	Eligible to Retire	Number	Retirement %
Senior Leadership	7	13	54%
Supervisors	9	51	18%
Non-Supervisory	36	274	13%
TOTAL	52	338	15%



HUMAN RESOURCES EMPLOYEE TURNOVER DATA

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



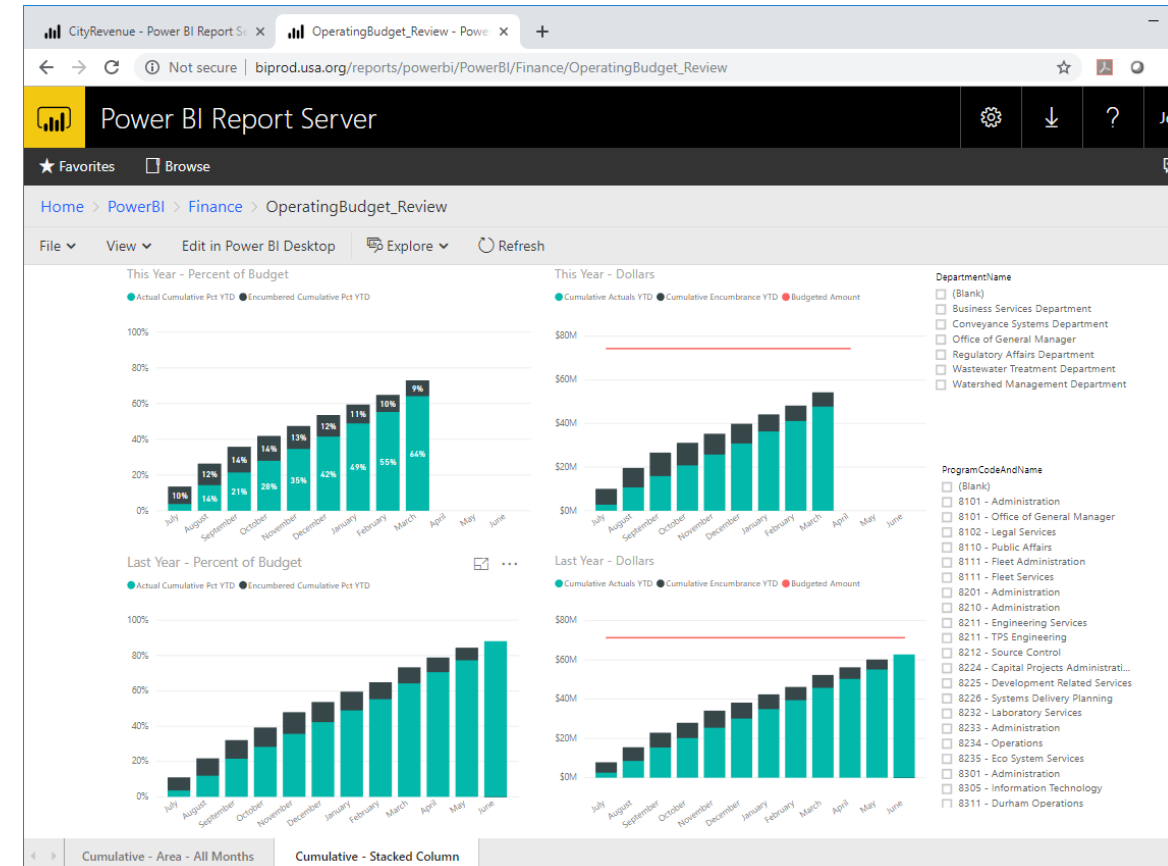
GROWTH



REGULATIONS



ASSET MANAGEMENT



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Watersheds



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Contributing to the
Region's Environmental
& Economic Vitality



Innovation &
Resource Recovery

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



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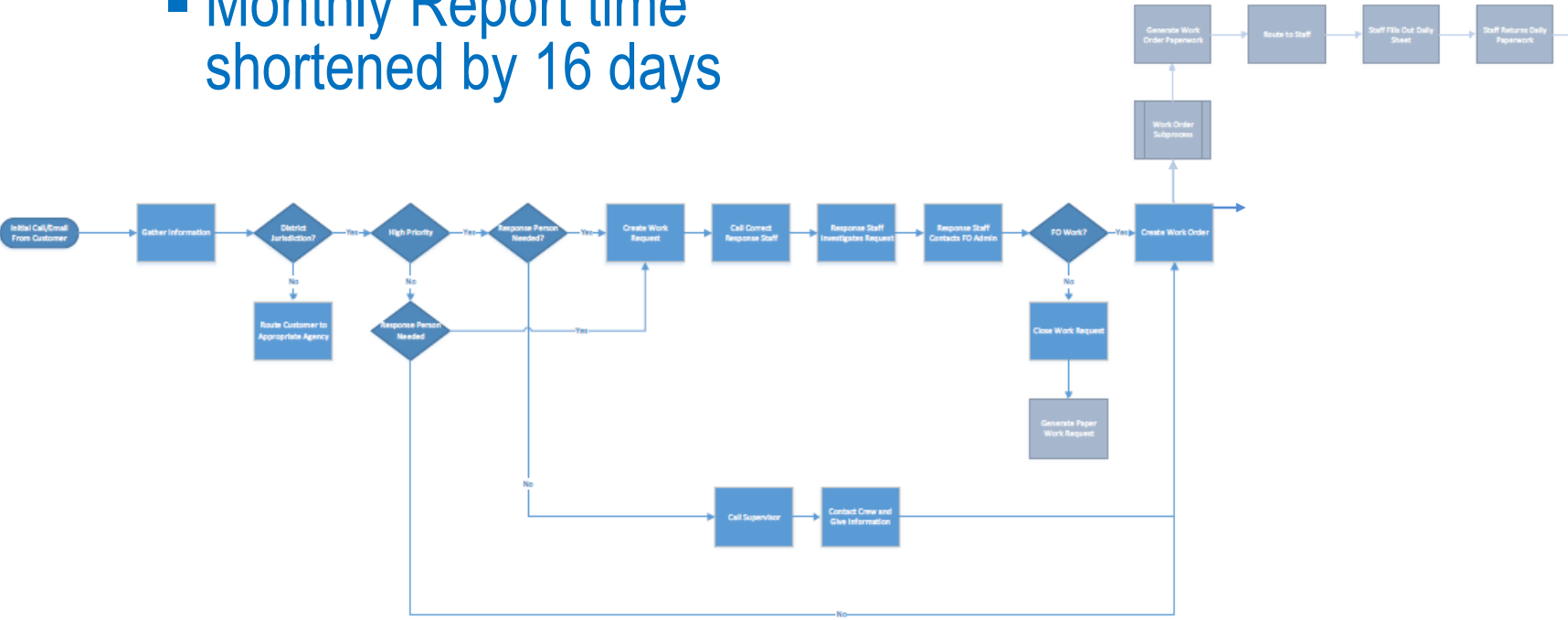


Innovation &
Resource Recovery

BUSINESS PROCESS IMPROVEMENTS



- **In-field Data Entry**
 - 12 hours/week savings
 - Monthly Report time shortened by 16 days



Catalyzing Transformational Partnerships



Integrated Water Resource Management & Resilient Watersheds



Organizational Excellence



Contributing to the Region's Environmental & Economic Vitality



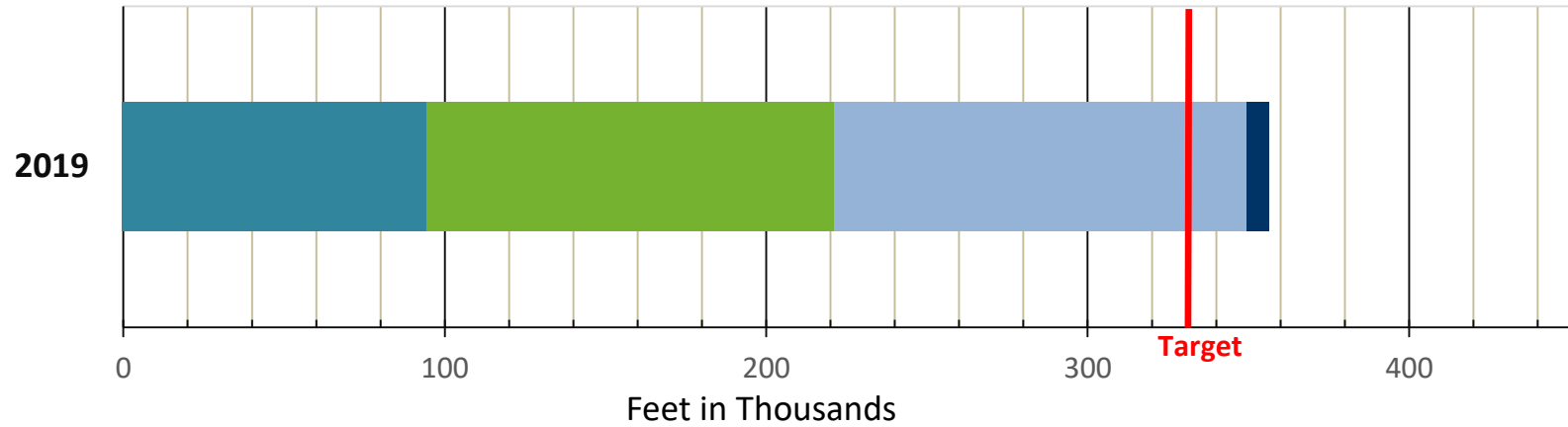
Innovation & Resource Recovery

BUSINESS PROCESS IMPROVEMENTS

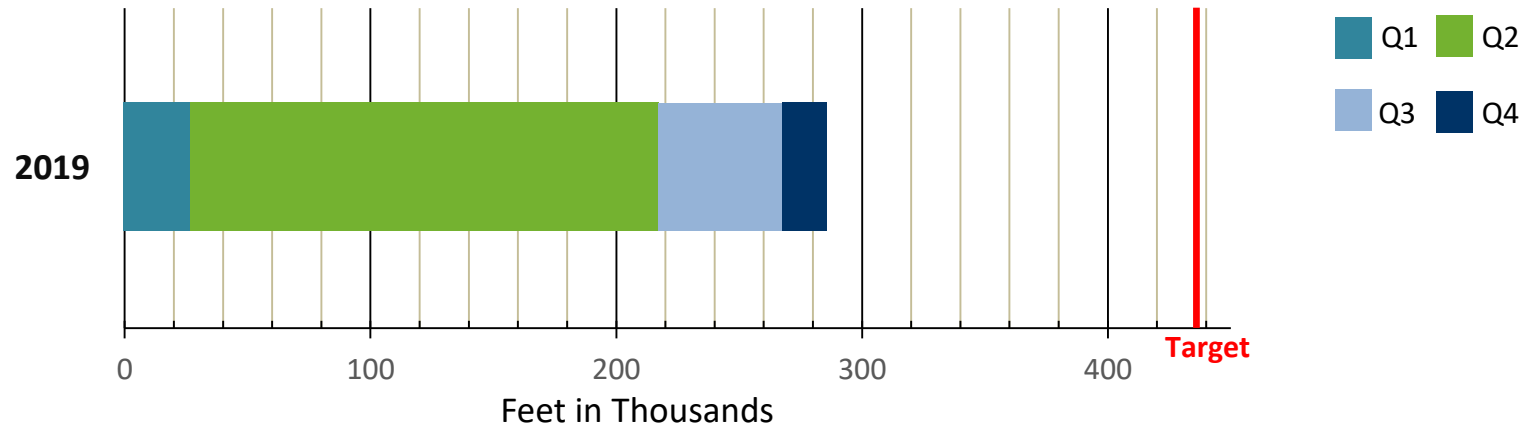


- Real Time Work Tracking

Storm TV Inspection



Storm Line Cleaning



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Region's Environmental
& Economic Vitality

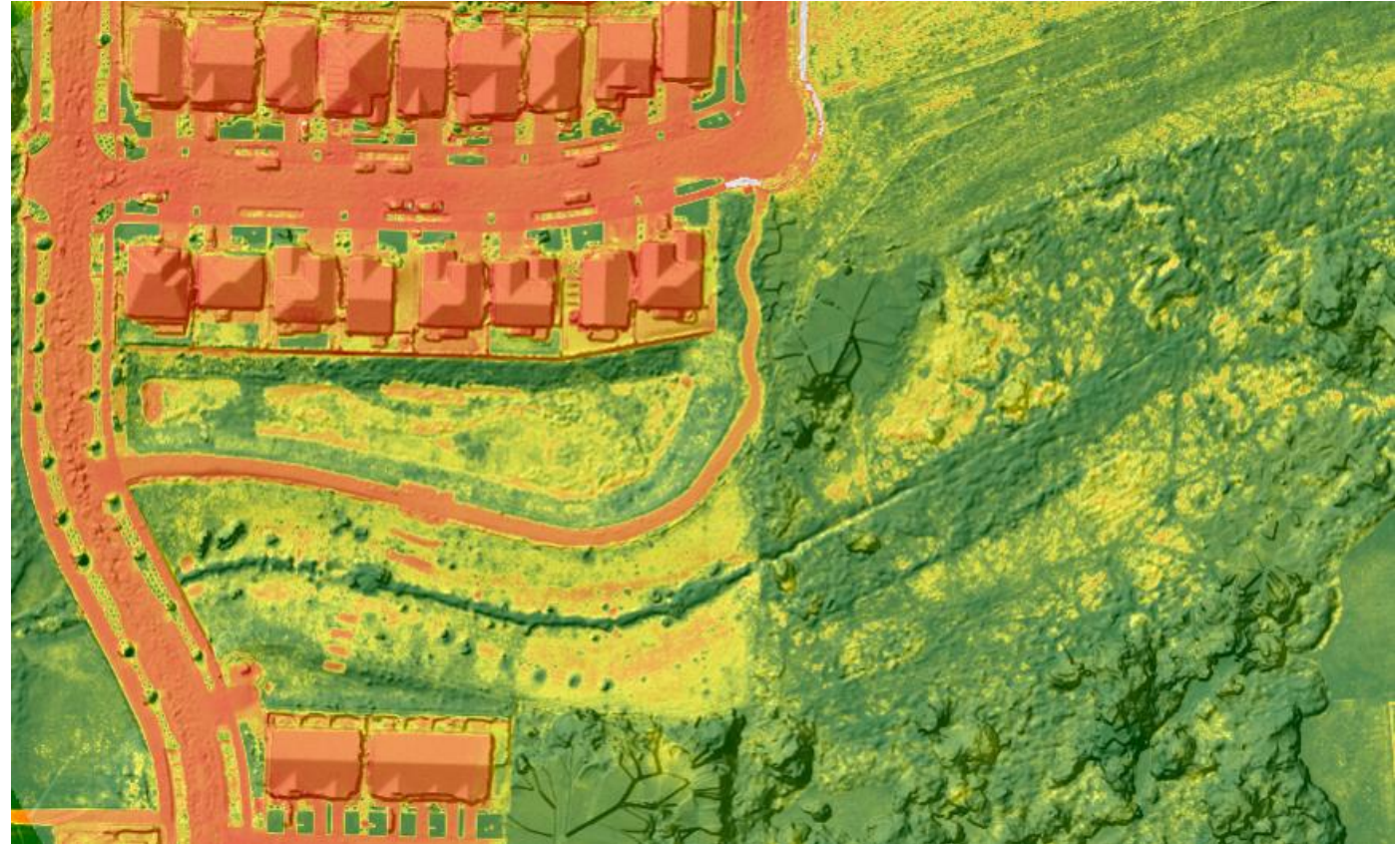


Innovation &
Resource Recovery

BUSINESS PROCESS IMPROVEMENT



- Green Infrastructure Asset Management Tools
 - Data integration
 - Real-time monitoring
 - Drone technology
- Transformative Partnerships Training



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Innovation &
Resource Recovery

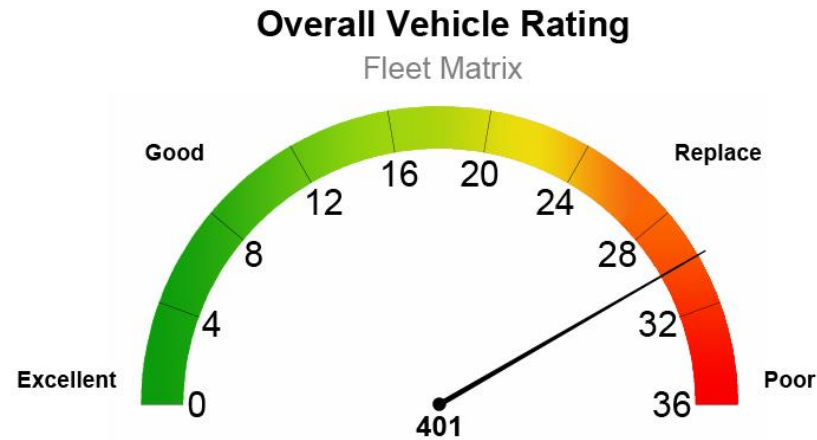
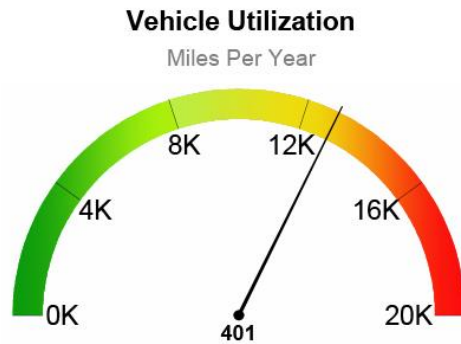
DATA-DRIVEN DECISIONS



- Fleet Management

Department Code: 040
8232 Laboratory Services

Fleet ID:401
Year: 2007
Make: CHEVROLET
Model: COLORADO
Description: 1/2 T 4x2 EXTENDED CAB PICKUP



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

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



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Watersheds



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Innovation &
Resource Recovery

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



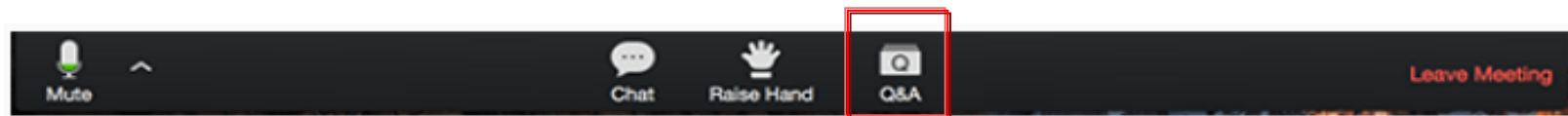
Closing Poll #1

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!

