

**District of Columbia
Water and Sewer Authority**



Mentor – Internship Program Manual
for
Green Infrastructure Projects
Implemented under the 2016 Amended Consent Decree

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DC WaterWorks GI Mentor - Internship Program

Introduction

The District of Columbia Water and Sewer Authority (DC Water or the Authority) provides water distribution and wastewater treatment services to one of the most diverse cities and regions in the country. In carrying out its mission, DC Water actively encourages and supports the development and participation of local residents as part of the Authority's contractor workforce. Creation of a local, readily available labor pool, with skills needed by DC Water's contractors, will benefit DC Water and its customers by enhancing DC Water's ability to provide efficient and economical services to the DC Water user jurisdiction.

Since 2011, DC Water has worked closely with the District of Columbia government, the US Environmental Protection Agency, and the US Department of Justice to modify the existing Consent Decree (CD) to incorporate Green Infrastructure (GI) to substantially change the approach for Combined Sewer Overflow (CSO) mitigation within the Potomac River and Rock Creek sewer sheds. In support of this effort, DC Water entered into a Memorandum of Agreement with the District of Columbia to target District resident employment opportunities resulting from the GI implementation under the CD modification.

The use of GI could provide benefits beyond improving water quality, including improved air quality, reduced urban temperatures and energy demand, and reduced flooding. It can also provide community benefits such as local job creation, improved property values and enhanced recreational areas. Given the large-scale GI Program includes managing Stormwater on nearly 500 impervious acres in the District, significant benefits can be provided to the District community.

The GI Mentor - Internship Program (Program) is an extension of DC Water's commitment to promote economic and business development by supporting the development and participation of District of Columbia residents on the Authority's GI projects and can be mutually beneficial to all parties.

The Program provides the framework for the design and implementation of programs and activities that will promote and enhance participation of local residents. It is intended that this manual will be useful to both interns and employers as they make preparations for the internship experience. Additionally, it should be referred to throughout the experience so that all parties involved have a clear understanding of the procedures, requirements, and expectations of everyone involved. Goals, procedures, forms, and criteria are provided for the mutual benefit of students, employers, supervisors, and DC Water.

For interns, this is an excellent opportunity to gain work experience and knowledge in GI through hands-on project involvement with a project contractor. For employers, this Program offers the chance to invest in local individuals eager to learn and apply their newly acquired knowledge and experience to the workplace.

Interns will be involved and have specific project responsibilities assigned to them by their mentor. Daily activities will enable participants to experience processes and management methods firsthand. During the internship, participants may be assigned to work in a field situation. This field experience will provide

hands-on, fundamental exposure to pertinent aspects of many GI types including bio-retention practices, pervious pavement, green roofs, and cisterns or rain barrels. Areas of GI study may include:

- Construction/Installation
- Equipment Operations
- Inspection
- Landscaping
- Preventative Maintenance
- Corrective Maintenance
- Site Assessment
- Safety

Contractors will structure work efforts to help participants learn about specific areas of GI while allowing interns to contribute directly to the completion of DC Water projects.

2.0 General Terms

Except as exempted, projects valued at \$200,000 or greater performing construction, inspection or maintenance on DC Water GI projects associated with the CD modification will operate a mentor - internship program for residents of the District of Columbia.

Applicable contractors will be required to participate in the mentor - internship program and take on participants based on the following:

| Project Size | Number of Participants |
|-------------------------------------|---------------------------------|
| Under \$200,000 | 0 Participants (No Requirement) |
| Between \$200,001 and \$500,000 | One (1) Participant |
| Between \$500,001 and \$1,000,000 | Two (2) Participants |
| Between \$1,000,001 and \$5,000,000 | Three (3) Participants |
| Greater than \$5,000,001 | At least Four (4) Participants |

These requirements will be reviewed every two (2) years by DC Water to determine whether, based on performance, available procurements, and external conditions affecting contractor employment, DC Water’s objectives are being achieved.

3.0 Glossary

1. **Best Faith Efforts** – The steps taken by the Contractor and DC Water to achieve the goals and requirements of the DC WaterWorks Program.
2. **Contract** – *As defined in the DC Water Procurement Regulations.*
3. **Construction Project** – *As defined in the DC Water Procurement Regulations.*
4. **Contractor** – An individual, partnership, corporation, joint venture or other legal entity entering into a contract (or a subcontract of whatever tier) for a DC Water project.

- 4.1 **General Contractor** - the entity that enters into the contract directly with DC Water
- 4.2 **Subcontractor** - an entity that enters into a Contract with the General Contractor or a Subcontractor of a higher tier.
5. **DC Water** – The District of Columbia Water and Sewer Authority also referred to as the Authority.
6. **(The) District** – The District of Columbia.
7. **District Resident** – Any person whose primary residence is within the District of Columbia. This individual must have established residency at least two weeks prior to commencement of work by the Contractor.
8. **Green Infrastructure (GI)** – A system that incorporates natural hydrologic features with construction to manage water and provide environmental and community benefits.
9. **Internship** – A pre-professional experience that provides an opportunity to gain relevant knowledge and skills prior to starting out in a particular career field.
10. **Monitoring** – The system established to measure compliance with the DC Water Works Program.
11. **Solicitation** – *As defined in the DC Water Procurement Regulations.*
12. **Subcontract** – A contract that exists between the prime contractor and a subcontractor or between subcontractors of any tier.
13. **Tier** – The level of relationship to the prime contractor of a subcontractor who enters into a contract under a prime or another subcontractor to perform a portion of the work on a project.

4.0 Intern Expectations

- 4.1 Goals for Interns:
 - A. Apply the principles, knowledge, and skills learned during the internship.
 - B. Gain firsthand experiences associated with one or more aspects of GI.
 - C. Achieve an orientation to the business environment, operations, and procedures.

- D. Begin the transition from student status to professional status.
- E. Develop and refine problem-solving techniques.
- F. Refine communications skills.
- G. Enhance personal development in:
 - 1) Good work attitudes, values, and habits
 - 2) Self-confidence
 - 3) Responsibility
 - 4) Better understanding of career options
 - 5) Realistic appraisal of strengths

4.2 Responsibilities of the Intern

For the duration of the internship, the participant shall:

- A. Establish, with the employer, a training plan outlining the learning objectives and associated activities for completing the internship. Outline the content and details of work assignments which will provide a variety of meaningful educational experiences. The training plan must include items which are management-oriented.
- B. Work the full assigned time and schedule.
- C. Be on-time.
- D. Be drug-free.
- E. Keep a log of all duties or work performed, including duties, contacts, examples of paper work, etc.
- F. At the completion of the internship assignment, prepare a summary report covering the entire assignment which will be given to the contractor's Internship Coordinator (hereafter referred to as the 'Internship Coordinator') within one week of the completion of duties. The report will be used in the evaluation process.
- G. Notify Internship Coordinator of any changed contact information from your Internship application.
- H. Notify the contractor (mentor) immediately of any sickness or emergency which may prevent the performance of assigned duties and completion of the internship.
- I. Abide by the contractor's (mentor's) rules, regulations, and customs.
- J. Conduct oneself in a professional manner at all times.

- K. Accept the decision(s) of the employer and Internship Coordinator, if it becomes necessary, due to unforeseen circumstances, to terminate the Internship assignment prior to the end of the assignment.
- L. Maintain confidentiality with regard to sensitive business information gained in the work environment.
- M. Act and dress appropriately for the assigned professional role.

5.0 Contractor Responsibilities

- A. Contractors/Subcontractors should identify potential participants for internship at the earliest date possible to avoid delay (and risk of being out of compliance). Although not required, bidders/contractors are encouraged to use DC Water's WaterWorks Program to identify participants. Participants shall be selected no later than 90 days following contract notice to proceed and mentor - internship program shall begin no later than 120 days following contract notice to proceed.
- B. Interview the participants applying for internship.
- C. Bidders/Contractors will complete an Internship Identification Form for each participant selected. Forms must be submitted within thirty (30) days of the date the contractor intends to begin the program. The Form will also identify which area(s) of training the participant will receive, as well as a training schedule. No hours will be credited until the enrollment has been approved by DC Water.
- D. The contractor monitors all interns for progress in the program and reports all problems and training issues to the Internship Coordinator in a timely manner. The OJT Program Manager will communicate on at least a monthly basis with the designated personnel on the intern's progress.
- E. Assign a work site supervisor to be the Internship Coordinator and provide guidance, direction, and constructive criticism for the intern, as well as serve as the point of contact to DC Water for the Mentor - Internship Program.
- F. Develop a formal training plan for the intern, which familiarizes the participant with the goal of the internship (outcomes and expectations), specific function, duration, and operation of the work site. The training plan should also contain the items which will expose the intern to the aspects of GI. Some examples of work the intern might experience include:
 - 1) Performing GI construction, installation, and (or) maintenance.
 - 2) Perform quality control and material and equipment verification tasks to verify work performed is in accordance with plans and specifications.
 - 3) Monitor work in place and compare against budget labor production for tracking purposes.
 - 4) Attend and document foreman level coordination meetings.

- 5) Establish and maintain field submittal filing system.
 - 6) Post/draft as-built conditions on record drawings.
 - 7) Perform quantity take-offs for material ordering purposes.
 - 8) Assist with preparation of purchase orders for material and equipment.
 - 9) Review submittals ensuring compliance with contract documents.
 - 10) Log submittals from subcontractors.
 - 11) Log change requests in document tracking system, procure subcontract pricing, and assist with preparation of contractor change order requests.
 - 12) Analyze subcontractor scopes; prepare bid tabulation for comparison purposes.
- G. Provide a safe workplace and advise the intern of any hazards associated with the workplace.
- H. Monitor all interns for progress in the program. Contact the DC Water Internship Coordinator in the event of special problems.
- I. Contractors will submit a monthly report detailing the activity of the training participants. Included in the report will be a summary of the hours worked by the intern, the hours the intern spent in classroom training, and the wages paid to the intern for the month.
- J. General Contractors may assign training positions to subcontractors. If this is done, the contractor must ensure the subcontractor has a program that meets the needs and standards of DC Water's GI Mentor - Internship Program. Each applicable contractor shall retain the responsibility for full compliance with the intern requirements of the program.
- K. Contractors will provide a copy of the weekly and monthly reports to the interns for their records and to monitor their individual progress.
- L. At the conclusion of the training program, the contractor is required to provide the intern with a letter of recognition citing the successful completion of the program. A copy of letters of recognition shall be provided to the DC Water Internship Coordinator.
- M. Provide a final written evaluation to the DC Water Internship Coordinator of each intern's performance, within sixty (60) days of completion.
- N. Pay the participants in accordance to Section 12.0, "Stipend."
- O. Assure that adequate time is available during normal working hours for both the work site supervisor and intern to conduct consultations, conferences, instruction, and feedback.
- P. Provide time during normal working hours for both the work site supervisor and the intern to meet with the DC Water Internship Coordinator for a site visit or conference, for purposes of consultation and appraisal of progress.
- Q. This training requirement is a binding contract specification.

- R. Contractors are expected to train and graduate the number of interns specified in the appropriate DC Water contract.
- S. Contractors are encourage to establish registered apprenticeship programs with the District of Columbia, that will provide long term career opportunities for DC residents.

6.0 DC Water Responsibilities

- A. Ensure that applicable solicitations will include, as part of its Special Provisions, a Section: "Mentor Internship Program Provisions." Included in this section will be an overview of the Program, the number of interns expected, the DC Water Internship Coordinator (or designee) contact information, and the following forms for completion by the bidder/contractor:
 - Intern Approval Request Form
 - Monthly Report Form
- B. Provide an overview of the Program at all applicable pre-bid meetings and Outreach events.
- C. Include the provisions of the Program in the Contract Compliance Orientation Manual. After the initial Compliance Orientation, Contractors will be given the necessary access to the DC WaterWorks Compliance Database to identify candidates for participation in the Program.
- D. Prior to or no later than the pre-construction meeting, the contractor will be notified of its obligation regarding the mentor - internship program and will be provided with the required forms.
- E. Review the contractors' training program for evaluation and approval. Approval or acceptance of the Contractor's training program shall be obtained from DC Water prior to implementation on the applicable contract. It is DC Water's intention that the Program training provided will be in the construction/inspection/maintenance and service craft areas rather than administrative (clerk, typists, or secretarial-type positions). Training in laborer classifications may be permitted provided that significant and meaningful training is provided and approved by DC Water.
- F. Provide ongoing monitoring of the program and the interns' participation.
- G. DC Water Compliance Officers will conduct site visits and interviews with the program participants.
- H. The DC Office of Apprenticeship will be invited to pre-bid meetings to discussion the apprenticeship training system and apprenticeship registration process with contractors interested in establishing apprenticeship programs with the District of Columbia.

7.0 Eligible Participants

To be participants in DC WaterWorks GI Mentor Internship Program, individuals must:

- Be District of Columbia residents;

- Be Dependable;
- Be Drug Free;
- Have proper work habits;
- Have a High School Diploma or GED equivalent;
- Provide proof of legal right to work in the United States;
- Be unemployed or underemployed; and
- Have an interest in green infrastructure.

Preferred participants will also have some training and experience in construction and related fields and be eligible for a variety of certifications, including Construction Math, First Aid/CPR Certification, and OSHA 10.

As part of the program, interns will receive hands-on training from DC Water contractors and earn a stipend as described in the Section: “Stipend.”

8.0 Recruitment and Referral

Project contractors are responsible for identification of candidates for their internship program. However, DC Water supports and encourages contractors to consult with the DC WaterWorks strategic partners list for access to local based organizations to help with the identification of candidates. Contractors will also have access to the DC WaterWorks jobs database to find potential candidates. All hiring decisions are made by the Contractor or Subcontractor. DC Water will not be responsible for the interns' actions and the Contractor or Subcontractor hereby releases DC Water from any liability for the interns' actions. (This section should also include DOES to be part of the recruitment and referral of intern candidates)

9.0 Probation

All participants of DC Water’s Mentor Internship Program are under a thirty-day (30) probation period. This period allows for the contractor to view the interns’ work habits, interest, and potential for completing the program.

10.0 Program Duration

Once enrolled and selected by a contractor, the participating interns will continue until completion of the program, termination, or permanent employment. If training is not completed with the contractor for any reason other than failing a drug test, termination for cause, or permanent employment, the participant may request a second opportunity to complete training with another contractor.

In addition, a contractor may request that a participant’s internship be suspended, if the Internship Coordinator finds the participant requires additional soft skills training. The contractor must send such a request to suspend an internship to DC Water for approval. Included in the request will be documentation of the participant’s deficiencies. Upon re-training, the participant will be eligible to re-start the internship.

The specific work schedule for the intern will be submitted by the contractor for approval. But, it is expected that the internship will last for a period not less than ten (10) weeks.

10.1 Termination

Termination results if a participant fails to finish the training program. Termination is defined as follows:

- The participant quits voluntarily;
- The participant is fired "for cause"; or
- The trainee is retained by the contractor but taken out of the training program.

10.2 Replacement of Interns

If within the duration of the internship, one or more of a contractor's interns is unable to continue with the program, the contractor will alert DC Water's Internship Coordinator. The Contractor will also take active steps to identify a replacement and "hire" that intern as soon as possible.

11.0 Reimbursable Fees

The contractor will be reimbursed eighty (80) cents per hour of training of the intern's salary in accordance with an approved training program. The contractor will include the request for reimbursement along with its monthly invoice on the "Request for Reimbursement" Form.

No payment shall be made to the contractor if failure to provide the required training, submit the required reports, or hire the intern is caused by the contractor and evidences a lack of good faith on the part of the contractor in meeting the requirements of the program. It is normally expected that an intern will begin the training on the project as soon as feasible after start of work utilizing the skill involved and remain on the project as long as training opportunities exist in his work classification or until the intern has completed the training program.

12.0 Stipend

Individuals participating in DC Water's Mentor - Internship Program will be paid not less than the District of Columbia's living wage. If the intern is performing tasks as skilled laborers on a Davis Bacon project, the intern will be properly classified and paid according to the appropriate skilled labor classification. To avoid misclassification of an intern on a Davis Bacon project, the contractor must make certain an intern does not utilize tools or assists in performing tasks related to a skilled trade area.

13.0 Compliance

Contractors can comply with the training program in one of two manners:

- 1) Participation in the DC Water GI Mentor - Internship Program.
- 2) Use of another training program that meets the expectation of the DC Water GI Mentor - Internship Program and is approved by DC Water. If this option is used, the contractor must still use residents of the District of Columbia as trainees.