



**DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY**

Board of Directors

*Governance Committee*

**March 11, 2015**

**9:00 a.m.**

1. Call to Order..... Chairperson
2. Government Affairs: Update.....William Pickering, Government Relations Manager  
Federal Issues and Legislation  
District Issues and Legislation
3. [DC Water Works! Employment Programs Update](#).....Korey Gray, Compliance Officer
4. Emerging Issues and Other Business.....Chairperson
5. Agenda for Upcoming Committee Meeting (TBD).....Chairperson
- 6 . Executive Session – To discuss legal, confidential and privileged matters pursuant to Section 2-575 (4) (A) and (B) of the D.C. Official Code
- 7.. Adjournment.....Chairperson



District of Columbia Water and Sewer Authority  
George S. Hawkins, General Manager



# ***PROGRAMS UPDATE***

*Presented to the*

**Governance Committee**

*Ellen Boardman, Chairperson*

***Wednesday, March 11, 2015***



District of Columbia Water and Sewer Authority  
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# FY 2015 DC Water Contractor Employment Data



## FY 2015 DC Water Goods and Services Employment Data

Goods and Services Contracts: Agreements whereby a contractor/consultant supplies a good (tangible product) time, effort, and/or expertise (e.g., outside contractors, janitorial services, security and fleet services excluding professional services, legal, financial & AE)

- In FY 2015, 545 job positions filled on Goods and Service contracts.
  - 316 positions (58%) were filled by residents within DC Water’s User Jurisdiction.
    - 103 positions (18.9%) were filled by District of Columbia residents.
  - Goods and Service contract new hires: 20
    - 19 new hires were from the DC Water User Jurisdiction

**Table 1:** Number of Goods and Service Contract Positions

	# of Positions	%
➤ User Jurisdiction	<b>316</b>	<b>58%</b>
○ DC	103	18.9%
○ PGC	99	18.2%
○ MC	43	7.9%
○ FC	67	12.3%
○ LC	4	.7%
➤ OTH MD	<b>97</b>	<b>17.8%</b>
➤ OTH VA	<b>63</b>	<b>11.6%</b>
➤ Outside User Jurisdiction	<b>69</b>	<b>12.7%</b>
<b>Total</b>	<b>545</b>	



## FY 2015 DC Water Non-Major Construction Projects Employment Data

- In FY 2015, 1,163 job positions on the Non Major Construction projects.
  - 697 positions (60%) were filled by residents within DC Water’s User Jurisdiction.
    - 164 positions (14%) were filled by District of Columbia residents.
  - Non-Major Construction new hires: 12
    - 12 new hires were from the DC Water User Jurisdiction

**Table 2:** Number of Non Major Project Positions

	# of Positions	%
➤ User Jurisdiction	<b>697</b>	<b>60%</b>
○ DC	164	14%
○ PGC	291	25%
○ MC	74	6%
○ FC	166	14%
○ LC	2	1%
➤ OTH MD	<b>169</b>	<b>15%</b>
➤ OTH VA	<b>96</b>	<b>8%</b>
➤ Outside User Jurisdiction	<b>201</b>	<b>17%</b>
<b>Total</b>	<b>1,163</b>	



## FY 2015 DC Water Major Construction Projects Employment Data

(e.g., Clean Rivers, Enhanced Nitrogen Removal, Tunnel Dewatering Pump Stations and Biosolids Management)

- In FY 15, there were 2,596 job positions on the Major Construction contracts.
  - 1,240 positions (48%) were filled by residents within DC Water’s User Jurisdiction.
    - 266 positions (10%) were filled by District of Columbia residents.

**Table 3:** Number of Major Project Positions

	# of Positions	%
➤ User Jurisdiction	<b>1,240</b>	<b>47.8%</b>
○ DC	266	10.3%
○ PGC	453	17.5%
○ MC	176	6.8%
○ FC	265	10.2%
○ LC	80	3.1%
➤ OTH MD	<b>420</b>	<b>16.2%</b>
➤ OTH VA	<b>483</b>	<b>18.6%</b>
➤ Outside User Jurisdiction	<b>453</b>	<b>17.5%</b>
<b>Total</b>	<b>2,596</b>	



## FY 2015 Contractor New Hires

### DC Water Opportunity Center Highlights

**Table 4:** New Hires through DC Water’s Opportunity Center (October 2014- February 2015)

Contractor	Positions Hired	Resident Location	New Hires Reported
Million Construction	Laborer	Washington, DC	1
<b>Total New Hires Reported</b>			<b>1</b>



The DC Water Works Satellite Job Centers (SJC) Statistics  
October 1, 2014 thru February 28, 2015

The DC Water Works Satellite Job Centers operate in concert with the DC Water Works Job Center onsite.

DC Water contractor job opportunities and the application process are made more accessible to local residents, in all User Jurisdictions.

Job Centers	Visitors	Callers	Construction			Goods and Services		
			Visitors	Callers	Applications	Visitors	Callers	Applications
Greater Washington Urban League	74	22	55	23	42	17	0	1
Anacostia Economic Development Corporation	77	25	69	24	91	2	0	2
DC Water Business Office	125	42	106	41	137	12	2	14
<b>TOTAL</b>	<b>276</b>	<b>89</b>	<b>230</b>	<b>88</b>	<b>270</b>	<b>31</b>	<b>2</b>	<b>17</b>





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## FY 2015 Opportunity Center Highlights

# EE Cruz Job Fair

Wednesday, February 4, 2015  
9:00 a.m. – 2:00 p.m.





## FY 2015 Contractor New Hires

### DC Water Opportunity Center Highlights

On Wednesday, February 4, 2015, EE Cruz and the DC Water Works! Satellite Job Center held a Targeted Career Fair at AEDC in Ward 8, located at 1800 Martin Luther King Jr. Avenue, SE Washington, DC.

In support of the DC Clean Rivers Division C – Poplar Point Pumping Station Replacement and Main Outfall Source Diversions, the contractor was looking for candidates for the following trades:

- Carpenters
- Mechanics
- Operators
- Skilled Laborers
- Un-skilled Laborers

491 job seekers attended the event. Representatives from the following agencies/organizations attended the event:

- Anacostia Economic Development Council
- Collaborative Solutions for Communities
- DC Department of Employment Services
- Metropolitan Washington Council AFL-CIO
- Montgomery Works
- Potomac Job Corp

27 Candidates have been identified for second/follow up interviews.



# **Review of DC Water's Workforce/Training Pilots and Interim Program**



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# Workforce Training Pilot Update



## ***Workforce Training Pilot Program Summary***

Goal of the Program is to prepare the participants to be employable after completion of the training.

- Each Contractor will have two (2) trainees.
- Participants must be currently un-employed and a DC Resident.

### **Total of \$322,000.00 allocated for Training Pilot**

- \$161,000.00 per contract
  
- Training Time: 4,600 man-hours
  - Includes Classroom Instruction and On-Site Training
  
- Cost per worker: \$35 per hour



# ***Workforce Training Pilot Program Summary***

## **Results**

Contract No.: 120080 - Small Diameter Water Main Replacement 8

Contractor: Capitol Paving

- Training paid: \$91,245
- Training Hours Used: 2,299
  - One trainee failed the drug test
  - One candidate continued through the program and was hired to be a field safety supervisor

Contract No.: 100090 - Bryant Street Pumping Station Discharge Piping Replacement

Contractor: Fort Myer Construction

- Training paid to date: \$146,248
- Training Hours to date: 3035
  - Both trainees have completed the training program and have received their certificates.
  - Neither trainee will be retained



# ***Workforce Training Pilot Program Summary***

## Lessons Learned

### Overall

- The program achieved its primary goal of training and certifying the participants to put them in a position of being employable.
- Training Program Can Support Union and Non-Union Contractors
  - Apprenticeship Program
  - Prevailing Wage

### Program Candidates

- Identifying Eligible Candidates
  - Interest in Construction (not just in having a job)
  - Understanding the demands/ expectations
  - Be/ Continue to Be Drug Free

### Contractor Participants

- Should be prepared to offer trainees real on the job work experience in addition to training.
- Seeking candidates with some basic job skills
- Needs to have someone dedicated to the day to day management of the program

### DC Water Involvement

- Program Monitoring
  - Certified Payrolls
  - Monthly Reporting
  - Site Visits

- Moderate administrative cost to manage program



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# Workforce Incentive Pilot Update





## ***Workforce Incentive Pilot Program Summary***

- DC Resident incentive is a two tier approach:
  - 5% incentive when DC Resident hours are between 20% and 35% of total man-hours.
  - 10% incentive when DC Resident hours are greater than 35% of total man-hours.
  
- No incentive if DC Resident hours are less than 20%.
  - Achievement based on the number of hours worked. Ensures that the firms aren't using DC Residents gaming the system (indicating new hires were made but not actually using them).
  
- Achievement is determined during each invoice period.
  
- Incentive Cap is based on projected man-hours for each contract
  - **Fort Myer Hiring Incentive Cap: \$100,000.00**
  - **Capitol Paving Hiring Incentive Cap: \$250,000.00**



## ***Workforce Incentive Pilot Program Summary***

Contract No.: 120080 - Small Diameter Water Main Replacement 8

Contractor: Capitol Paving

- DC Resident Utilization Percentage at Pilot Start: 30.14%
  - DC Resident Utilization Percentage to date: 24.07%
- Incentive Cap: \$250,000.00
  - Incentive Paid to Date: \$31,922.50

Contract No.: 100090 - Bryant Street Pumping Station Discharge Piping Replacement

Contractor: Fort Myer Construction

- DC Resident Utilization Percentage at Pilot Start: 11.6%
  - DC Resident Utilization Percentage to date: 26.28%
- Incentive Cap: \$100,000.00
  - Incentive Paid to Date: \$13,515.28



# ***Workforce Incentive Pilot Program Summary***

## Lessons Learned

### Overall

- The Program did not achieve its intended goal
- Since firms were fully staffed, there wasn't a need to hire (and take full advantage of the incentives).
- Where there was an occasional need for a specific type of laborer, the contractor based the hiring decisions on the skill set required, not if the firm could benefit from the incentive.
- Moreover the transfer of workers to the project was based primarily on the needs of the project and the pool of talent to fill the need. For the pilot projects, most of the skilled labor and skilled laborers were not residents of the District.



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# Interim DC Water Works Pilot Update



## ***Interim DC Water Works Program Summary***

As part of the Board's Strategic Initiative #2, the Water Works Program is focused ensuring local residents are hired and employed on DC Water construction and service projects.

Multiple elements to the Program:

- New clauses in DC Water solicitations
- Submission of Employment Plans
- Compliance Orientation
- Outreach
- Job Centers
- Contractor Job Fairs
- Regional Partnerships

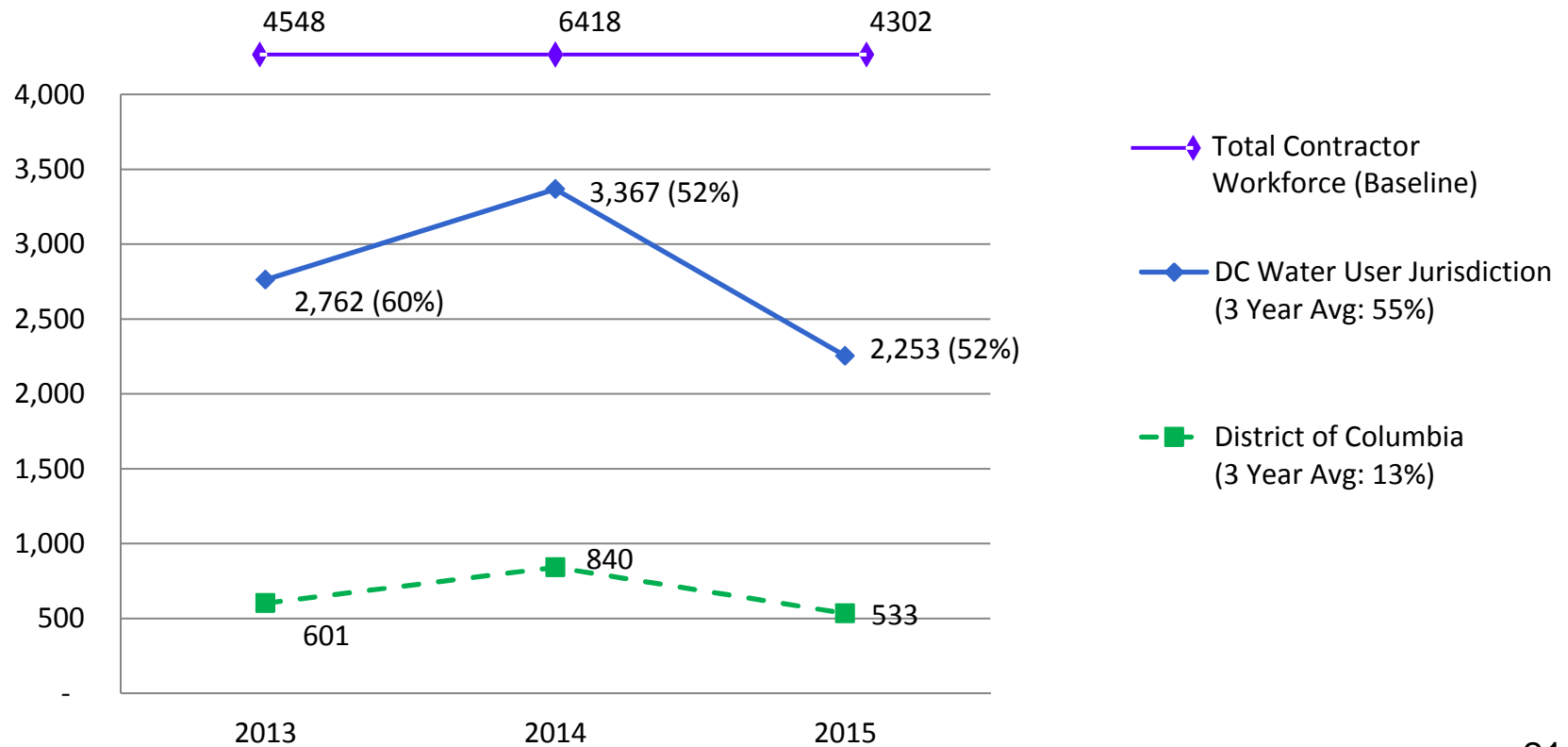
Monitoring

- Certified Payrolls
  - Worker Classification
  - Employee Labor Hours
- Monthly/ Quarterly Reports
  - Resident Information
  - New Hires/ Transfers
  - Date of Hire



## DC Water Contractor Employment Data Three Year Review

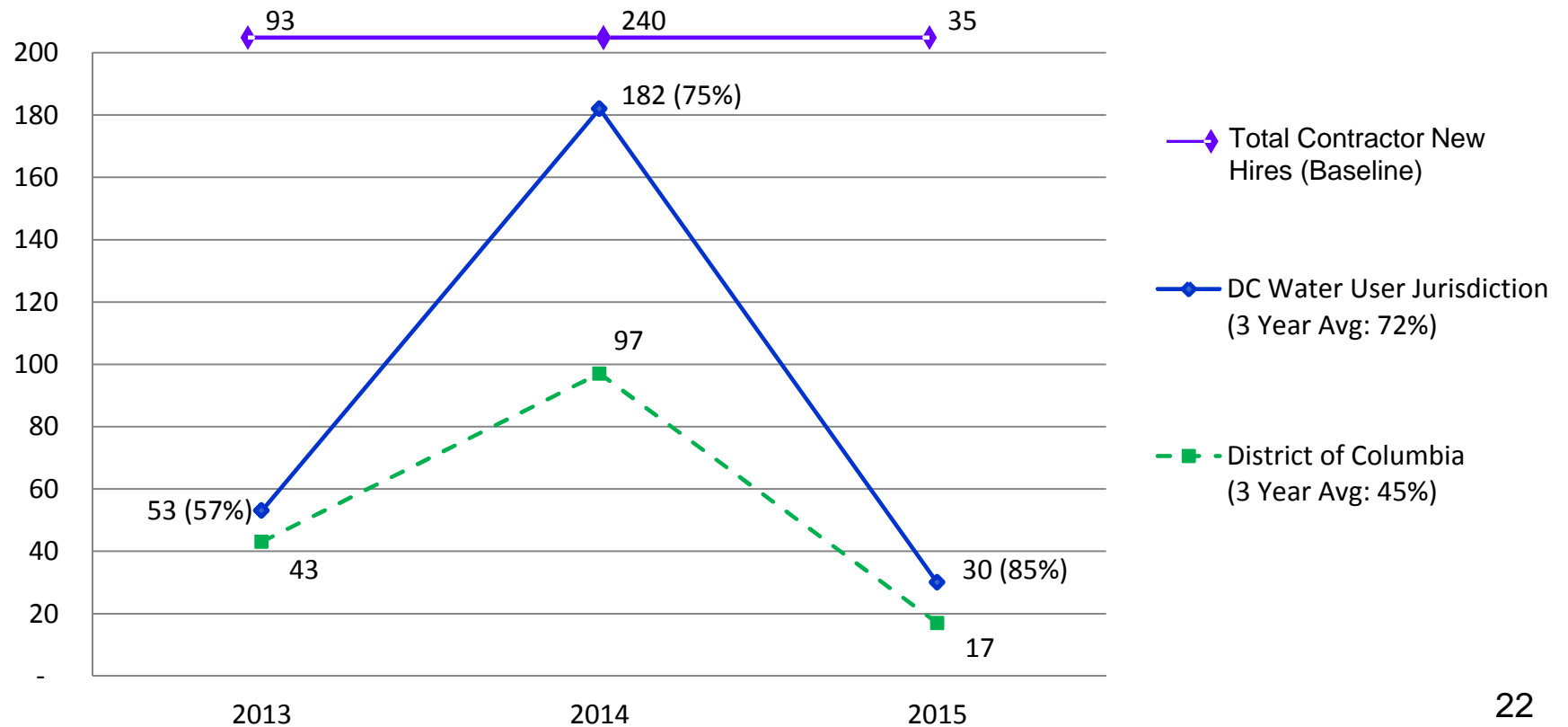
Total Contractor Workforce (by Positions)





## DC Water Contractor Employment Data Three Year Review

Contractor New Hires Three Year Review





# *Interim DC Water Works Program Summary*

## Lessons Learned

- Overall Annual Goals vs. Project Specific Goals
- Contractor Training/ Orientation works to encourage contractors to hire/ use local residents
  - Submit reports
  - Develop standardized language for DC Water to use during pre-bids/ kick offs/ compliance orientations concerning Water Works
- Manage Expectations
  - Outreach Opportunities but not Oversell
- Understand contractors labor needs
  - Some contractors do not hire for a specific project
- Leverage Contractors' existing employment programs  
For example:
  - Ulliman Schutte – has a program specifically designed to hire local residents for apprentices.
  - Page After Page - has a “return to work” program for former inmates. Workers are trained as copy techs.
  - We Clean Janitorial - has a similar program which currently employs nearly 200 DC residents through its program providing cleaning support on a number of DC buildings and construction site.
- Job Centers Attract a Lot of Interest
  - Working with HCM and outside providers to match residents with employment opportunities.
  - Job Fairs
  - Reporting all hiring.





# *Interim DC Water Works Program Summary*

## Lessons Learned

➤ Particular focus placed on Service (Non construction) Projects

- Greater percentage of full time employment

Example:

259 of the Service contract positions are full time (40 hours per week) and 203 are part time.

- 153 (59%) of the full time positions are filled by residents of DC Water's User Jurisdiction.

- 66 positions are filled by residents of the District of Columbia.

➤ Local firms employ local residents

Example:

235 residents live and are employed by firms located within DC Water's User Jurisdiction.

- These residents worked 230k hours on Goods and Service contracts.

23 residents live within DC Water's User Jurisdiction but work for firms located outside the Jurisdiction.

- These residents worked 9.6k hours on Goods and Service contracts.

121 residents live outside DC Water's User Jurisdiction and work for firms located outside the Jurisdiction.

- These residents worked 56k hours on Goods and Service contracts.

➤ Recognizing the connection between DC Water's Business Development Program and local employment

Example:

208 Goods and Service positions are filled by certified Local Small business enterprises .

- 72% (150) of the positions used by certified local small business enterprises on the Goods and Service contracts are with residents of DC Water's User Jurisdiction.

- 15 of the New Hires on Goods and Service contracts are with certified Local Small business enterprises.