



DISTRICT OF COLUMBIA
WATER AND SEWER AUTHORITY

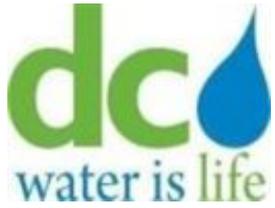
Board of Directors

Human Resources and Labor Relations Committee

Wednesday, July 8, 2015
11:00 a.m.

- 1. Call to Order Edward L. Long, Jr.
Chairman
- 2. CDL PresentationHCM/Customer
Care Operations
- 3. Executive Session – To discuss personnel matters pursuant to D.C. Official Code
Section 2-575(b)(10) Edward L. Long, Jr
- 4. Adjournment.....Edward L. Long, Jr.

* The DC Water Board of Directors may go into executive session at this meeting pursuant to the District of Columbia Open Meetings Act of 2010, if such action is approved by a majority vote of the Board members who constitute a quorum to discuss: matters prohibited from public disclosure pursuant to a court order or law under D.C. Official Code § 2-575(b)(1); contract negotiations under D.C. Official Code § 2-575(b)(1); legal, confidential or privileged matters under D.C. Official Code § 2-575(b)(4); collective bargaining negotiations under D.C. Official Code § 2-575(b)(5); facility security under D.C. Official Code § 2-575(b)(8); disciplinary matters under D.C. Official Code § 2-575(b)(9); personnel matters under D.C. Official Code § 2-575(b)(10);proprietary matters under D.C. Official Code § 2-575(b)(11); decision in an adjudication action under D.C. Official Code § 2-575(b)(13); civil or criminal matters where disclosure to the public may harm the investigation under D.C. Official Code § 2-575(b)(14), and other matters provided in the Act.



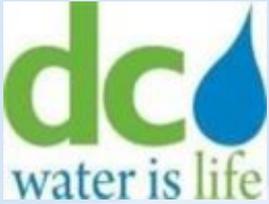
Achieving Excellence

Organizational Change CDL Discussion



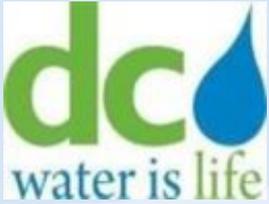
Human Resources and Labor Relations Committee Meeting
July 8, 2015





Background: CDL Positions

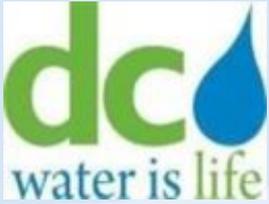
- Customer Care and Operations (CC&O) has CDL positions in three departments:
 - Sewer Services – longstanding requirement for most positions;
 - Distribution and Conveyance Systems (DDCS)– newly created requirement in 2014;
 - Water Services – longstanding requirement, but for a smaller number of positions. Changes implemented in 2011.



Reasons for Change

Since 2011, Customer Care & Operations (CC&O) has made changes in two departments:

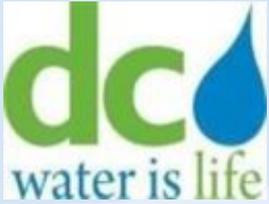
- DDCS changes to water and sewer job descriptions contemporaneous with the consolidation of two areas.
- Water Services – changes to utility worker positions to 1) create consistency between water and sewer departments; 2) to bring more contracted work in-house; 3) to enhance operational flexibility; and, 4) to align our job descriptions with surrounding jurisdictions and industry practices.



AFGE Local 872 Letter to Committee

Union asserts: *Investigation, Fire Hydrant, Water Quality, Technical Support, Flushing Valve Control and Valve Divisions do not have CDL vehicles within their divisions.*

- ✓ Job descriptions are not defined by “divisions” and several of these “divisions” do not operate fully staffed 12-months a year
- ✓ Job descriptions are broadly defined encompassing critical functions in support of the maintenance and repair of the water distribution system.

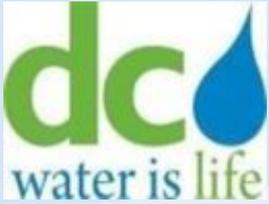


AFGE Local 872 Letter to Committee

The letter also references that "... the Agency is now requiring that these division drivers have CDL licenses in order to maintain their jobs.

✓ No one has lost their job since the changes were made in 2011. However, the changes made did create promotional opportunities

Position	New Hire	Internal Promotion	Other	
Leader Worker/CDL	1	7	0	
Water Services Worker 11/CDL	0	4	0	
Water Services Worker 10/CDL	2	19	2	
Water Services Worker 8/CDL	3	28	2	
TOTAL	6	58	4	68

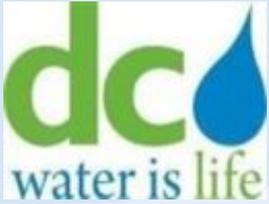


Vehicle Inventory

Fleet Breakdown

- CDL Vehicles/Trailers CC&O: 126 (Vehicles) 8 (Trailers)
 - Non CDL Vehicles 182

- CDL Vehicles Rest of Authority 40 (Vehicles) 1 (Trailer)
 - Non CDL Vehicles 231

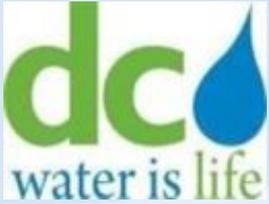


CDL Classifications Across the Authority By Bargaining Units

- AFSCME Local 2091
 - Department of Sewer Services*
 - Motor Vehicle Operator
 - Sewer Construction Repair Worker LDR
 - Sewer Construction Repair Worker RW 9
 - Sewer Inspection/Maintenance Worker Construction Repair Worker LDR
 - Sewer Inspection/Maintenance Worker Construction Repair Worker RW 10
 - Sewer Services Worker LDR
 - Sewer Services Worker RW 7
 - Sewer Services Worker RW 9

 - Department of Facilities*
 - Buildings & Grounds Maintenance Workers RW 8
 - Engineering Equipment Operator RW 11
 - Facilities Equipment Operator RW 11

*Long-standing requirement for employment



CDL Classifications Across the Authority Bargaining Units

- **AFGE Local 2553**

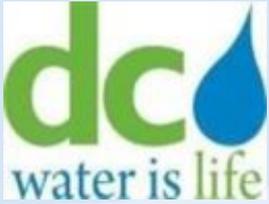
- Department of Distribution and Conveyance Systems (DDCS)

- Newly established requirements November 2014 (creation of DDCS)

- Industrial Journeyman Electrician, replaced former Engineering Equipment Operator/CDL
- Industrial Specialist Electrician, replaced former Engineering Equipment Operator/CDL
- Mechanic 1, Industrial Process Systems
- Mechanic 2, Industrial Process Systems
- Screening Removal Operator

Reasons for change:

- Emergency response and after hour coverage.
 - Maintenance activities are scheduled around core business hours. There is no shift coverage on a 365 days x 24 hours basis.
 - After hour emergencies are covered by maintenance teams and oftentimes the timeliness of their response has a direct correlation in our ability to provide service.
 - Depending on the facility and nature of emergency the team is required to operate a crane or cherry picker/bucket truck.



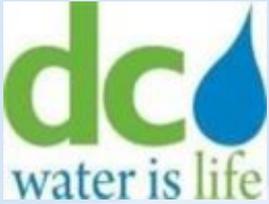
CDL Classifications Across the Authority Bargaining Units

- **AFGE Local 872**

- Department of Water Services
 - Four (4) Job Classifications with CDL Requirements
 - Water Services Worker Leader – position abolished in 2003, reinstated in 2011
 - Water Services Worker 08/CDL
 - Water Services Worker 10/CDL
 - Water Services Worker 11/CDL

Reasons for Change

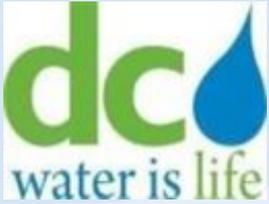
- Improve customer response
- Let the work determine crew assignments
- Leverage synergies
- Transition contract work from the contractor to in-house personnel in support of:
 - Lower cost of service
 - Increase skill level of employees
 - Promotional opportunities for workforce



AFGE Local 872

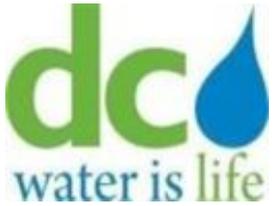
Reasons for Change (continued)

- Competitive with our peers
- Position descriptions and CDL requirements consistent with surrounding jurisdictions and our own Department of Sewer Services
- existing employees were not required to obtain their CDLs for their current jobs; however, they are required to meet the minimum requirements for any new job
- DC Water has provided CDL training several times and has consistently made the training available to employees.



Management Positions CDL

- HCM
 - CDL and Safe Driving Specialist
- Facilities
 - Courier
- Fleet
 - Fleet Program Manager – Acquisitions/Disposal
 - Fleet Program Manager – Maintenance
 - Technician Quality Assurance
- DDCS
 - Foreman
- Sewer Services
 - Foreman, General Foreman
- Water Services
 - Foreman, General Foreman



Remaining Status Quo Does Not Address Our Challenges or Focus

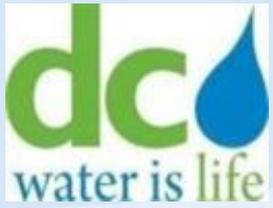
Key Challenges

- Aging Infrastructure
- Decreasing consumption
- Increasing operations / maintenance cost

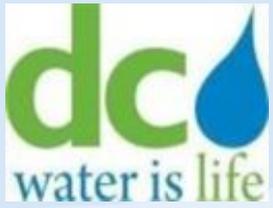
Focus

- Capture synergies to reduce cost of service
- Leverage expanding workforce to be more responsive to customer needs
- Reduce reliance on contractors
- Spatial Schedule Optimization to enable “while in the neighborhood “ scheduling
- Data analytics enables forecasting of water usage and detection of usage anomalies



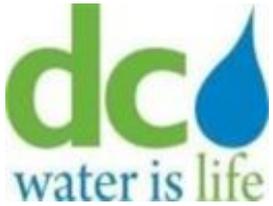


Why do we do this?



For our customers





BLUE HORIZON 2020

The organizational changes discussed today are consistent with achieving the following goals in the Board's Strategic Plan:

- Goal 1** - Develop, Maintain and Recruit a High Performing Workforce
- Goal 4** - Enhance Customer / Stakeholder Confidence, Communications, and Perception
- Goal 5** - Assure Financial Sustainability and Integrity
- Goal 6** - Assure Safety and Security
- Goal 8** - Optimally Manage Infrastructure
- Goal 9** - Enhance Operating Excellence Through Innovation, Sustainability, and Adoption of Best Practices