



**DISTRICT OF COLUMBIA  
WATER AND SEWER AUTHORITY**

Board of Directors

*Governance Committee*

**July 13, 2016**

**9:00 a.m.**

1. Call to Order..... Ellen Boardman, Chairperson
2. [DC Water Works! Employment Programs Update](#).....Korey Gray, Compliance Officer
3. [Blue Drop Briefing](#).....George Hawkins, CEO/GM
4. Executive Session\*
5. Adjournment..... Ellen Boardman, Chairperson

\*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.



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# ***Permanent Program***

*Presented to the*

**Governance Committee**

*Ellen Boardman, Chairperson*

***Wednesday, July 13, 2016***



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## ***DC WaterWorks Program***

As part of the Board's Strategic Initiative #2, the DC WaterWorks encourages and supports the development and employment of local residents as employees on DC Water construction and service projects.

Multiple elements to the Program:

- Contractor Workforce Utilization Goals
- New Hire Goals
- Job/Candidate Referral Process
- Job Readiness and Training Program
- Outreach
- Comprehensive Monitoring and Reporting



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## ***DC WaterWorks Program***

### **Extensive Outreach and Stakeholder Engagement Process**

More than 25 Stakeholder Meetings.

DC Water Permanent Employment Program Task Force

#### **Agencies**

- DC Apprenticeship Registration Agency
- DC Department of Employment Services
- DC Department of Transportation
- DC Department of Small and Local Business Development
- General Services Administration - Saint Elizabeth's Project
- US Department of Labor
- Workforce Investment Council

#### **Organizations**

- AFL-CIO
- District of Columbia Potomac Job Corps
- Labor Unions
- Strive DC
- National Utility Contractors Association, DC Chapter

#### **Multiple interactions with Project Contractors**

- Surveys to fifty (50) construction and Service firms
- Five (5) Group Meetings with Project Contractors



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## ***DC WaterWorks Program***

### **Program Goals (Page 3 of the Program Document)**

- Fifty-One (51%) of the total contractor workforce will be local residents.
- Sixty percent (60%) of new jobs created by contracts or procurements entered into by DC Water with contractors will be filled by local residents.
  - New Jobs mean both union and non-union job openings, including vacancies created as a result of internal promotions, terminations or other separations, and expansions of the contractor's workforce.

Goals will be reviewed every two (2) years.



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## ***DC WaterWorks Program***

### **Exemptions (Page 14 of the Program Document)**

The following list the exemptions to the DC Water Works Program:

- To the extent DC Water Works conflicts with any federal labor laws or governmental regulations, the federal laws or regulations shall prevail.
- Financial Service, Legal Service, Goods-Only, and Emergency purchases are exempt.
- Work performed off-site (and not in the User Jurisdiction) or at a Contractors' home office is exempt.
- Job openings to be filled by laid-off workers according to formally established recall procedures and rosters.
- Contractors operating under the DC Water Green Infrastructure Memorandum of Agreement, for the provision of design, construction, inspection, and maintenance on a DC Water Green Infrastructure project.
- Contractors with pre-existing collective bargaining agreements (CBAs), project labor agreements (PLAs), established employment programs, etc. are exempt from the requirement to use DC Water as its first referral source.

In any event, all applicable Contractors with CBA's PLA's and established employment programs are still required to submit the DC Water Works Bi-Monthly Utilization report and exercise good faith efforts to achieve the goals of the program.



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## ***DC WaterWorks Program***

### **General Terms (Page 7 of the Program Document)**

- All construction contractors and service contractors will use E-Verify to confirm that their DC Water project workforce is legally authorized to work in the United States.
- Except as exempted, construction contractors and service contractors (at all tiers) will submit all vacancy announcements on DC Water projects to the DC Water Job Center as they become available.
- Construction contractors at any tier with a contract or combination of contracts of \$300,000.00 or greater on a single project must submit an Employment Plan
- Service contractors at any tier with a contract or combination contracts of \$100,000.00 or greater on a single project must submit an Employment Plan



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## ***DC WaterWorks Program***

### **Employment Plan (Page 8 of the Program Document)**

Submitted within thirty (30) days of contract start. The Employment Plan will include:

- Roster of current employees (name and address) including apprentices, trainees, and transfers from other projects, who will be employed on the project;
- Projection of the total number and type of new positions that will be created as a result of the project
- A strategy to fulfill the goals of the DC Water Works Program pursuant to the contract; and
- The designation of a senior official from the Contractor who will be responsible for implementing the hiring and reporting requirements.





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## ***DC WaterWorks Program***

### **Referral Process (Page 8 of the Program Document)**

DC Water Works will be the “first source” for recruitment, referral, and placement of new hires for all new jobs created for the Project, as they become available.

- A. Outreach and referral efforts will prioritize identifying District residents.
- B. Contractors will provide specific employment needs which shall include, at a minimum, the number of employees needed by job title, qualifications, projected hiring date, rate of pay, hours of work, anticipated duration of employment, and work to be performed.
- C. Contractors will give DC Water three (3) business days (Monday - Friday) from the date the job was posted with the DC Water Works Compliance Database, to identify qualified candidates for available job positions. In the event that DC Water is unable to refer qualified candidates, Contractors will fill available positions through other means, while still working to achieve, the sixty percent (60%) new hire goal for local residents.
- D. The Contractor will make all hiring decisions but will, in good faith, use reasonable efforts to select new hires from the persons identified by DC Water.

Job openings to be filled by internal promotion from the Contractor’s current workforce do not need to be referred to DC Water for placement and referral. However, Contractors shall notify DC Water of such promotions in the bi-monthly report provided through the DC Water Works Compliance Database.



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# DC WaterWorks Program

Unemployment Rates for States  
Monthly Rankings  
Seasonally Adjusted  
May 2016

| National Rank | State                 | Rate |
|---------------|-----------------------|------|
| 11            | VIRGINIA              | 3.8  |
|               | Fairfax County        | 2.9  |
|               | Loudoun County        | 2.9  |
| 23            | MARYLAND              | 4.5  |
|               | Montgomery County     | 3.3  |
|               | Prince Georges County | 4.3  |
| 44            | DISTRICT OF COLUMBIA  | 6.1  |
|               | National Average      | 4.9  |



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## ***DC WaterWorks Program***

### **DC Water Strategic Partners (Page 9 of the Program Document)**

- DC Water will establish and maintain partnerships with local resource providers (Agencies, Organizations, Training Providers, High Schools, etc.) to help identify candidates for contractor vacancies.
- DC Water will ensure that Strategic Partners are provided with employment projections and a DC Water procurement forecast.
- DC Water will ensure that Strategic Partners are aware of Contractor employment opportunities, in order to allow the Partners to forward candidates to DC Water Works so that it can make referrals within the three (3) business day period provided in Section 5.0.
- Strategic Partners will support DC Water job fairs/seminars.
- DC Water will evaluate the Strategic Partners on an annual basis to determine success. Success is determined by referrals to Contractors that lead to interviews and actual hires.



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## DC WaterWorks Program

### Skilled Worker “Ready to Employ” Referral Process



1) Contractors Submit New Employment Opportunity

2) DC Water reviews opportunity, consults its database for potential candidates and forwards to the Strategic Partners to identify candidates.

3) Strategic Partners Submit Resumes to Dc Water for review/ to be forwarded to Contractor for consideration

5) Contractor will review the candidates provided and determine which, if any should be considered for interview/hiring.

4) DC Water will forward the resumes of candidates provided by the Strategic Partners and the candidates already in the Water Works Database to the hiring Contractor.



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## ***DC WaterWorks Program***

### **DC Water Works Skills Training and Placement Program (Page 9 of the Program Document)**

DC Water recognizes that there are challenges to employing District residents on DC Water projects, in comparison to other areas.

Accordingly, in addition to the DC Water Strategic Partners, DC Water may work with local development agencies, organizations and the contractor community to implement a process to expand the capacity of local residents to work with Contractors on DC Water projects. Such efforts will include development of a skills training and placement program.

The areas of training under this program may change from time to time, but shall generally be based on DC Water's construction forecast and the needs of project Contractors.



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# DC WaterWorks Program

## Local Employment Data

Bureau of Labor Statistics employment data concerning frequently used construction positions on DC Water projects.

### Numbers of Workers

US Bureau of Labor Statistics  
May 2015 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates

|                                 | Labor Code          | District of Columbia Metropolitan Area | District of Columbia | % of Metropolitan Area |
|---------------------------------|---------------------|--|----------------------|------------------------|
| Carpenter                       | 47-2031             | 13,240                                 | 1,650                | 12%                    |
| Concrete Finisher/ Cement Mason | 47-2051             | 3,430                                  | 410                  | 12%                    |
| Laborers                        | 47-2061             | 17,970                                 | 3,350                | 19%                    |
| Electrician                     | 47-2111             | 11,900                                 | 1,120                | 9%                     |
| Equipment Operator              | 47-2071/<br>47-2073 | 5,130                                  | 670                  | 13%                    |
| Painter                         | 47-2141             | 5,200                                  | 410                  | 8%                     |
| Pipelayer                       | 47-2151             | 930                                    | 150                  | 16%                    |
| Iron Worker                     | 47-2171/<br>47-2221 | 1,600                                  | 490                  | 31%                    |
| Welder                          | 51-4121             | 1,480                                  | 60                   | 4%                     |



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## ***DC WaterWorks Program***

**DC Water Works Skills Training and Placement Program (Page 10 of the Program Document)**

### **Skills Training and Placement Program**

Three stage process:

- Stage 1 - DC Water to partner with area organizations to create a pipeline of individuals prepared (soft skill trained) and interested in becoming contractor trainees.
- Stage 2 – Work with 3<sup>rd</sup> Party job training and job placement providers to the selected participants with skills training.
  - Bridge to either an actual job or apprenticeship opportunity
  - Goal (80%) job graduation rate.
- Stage 3 – Placement Services
  - Goal (50%) job placement rate.
  - The primary source of employment opportunities will be with DC Water contractors. However, the contractor should have relationships with additional contractors/sources.



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## ***DC WaterWorks Program***

### **Stage I: Participant identification**

Strategic Partners will provide individuals (DC Residents) who have been given soft skills training including:

- Basic Math and Reading
- Construction Safety (OSHA 10)
- Decision Making Techniques/ Problem Solving
- Effective Communication
- Interpersonal Relationships
- Introduction to basic elements of construction.
- Stage I Partners will continue to provide support services to their participants (coaching, mentorship, etc) throughout the training process.

### **(Sample) Potential Stage I Partners:**

- DC Apprenticeship Academy/ DC Academy of Construction
- Potomac Job Corps
- Strive DC
- Workforce Investment Council
  - Building Futures
  - Department of Employment Services
  - Department of Human Services Economic Security Administration (ESA) FSET Program

Stage I represents no cost to DC Water.





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## DC WaterWorks Program

**Stage II: Skills Training** based on expressed needs of DC Water contractors (past needs, Employment Plans, and forecasting)

- Training providers have experience successfully referring candidates for employment
- DC Water contractors will be active participants in the training of the participants
- Participants identified from Stage I will be screened for enrollment/participation in one of the following skills training programs:

**(Potential List for First Year)**

| Trade                  | Number of Participants | Expected Outcome   |
|------------------------|------------------------|--|
| CDL – Class A Training | 10                     | Participants will receive classroom and hands on training leading to obtaining a CDL license. CDL drivers are one of the most sought after positions by DC Water contractors.<br><br>DC Water, thru the Fleet Department, has an existing CDL training program. Other Potential partner includes DC Department of Public Works.  |
| Pipe Laying            | 10                     | Three month program with combined classroom and hands on training in excavation, foundations, setting grade, laying pipe, cutting pipe, and trenching. Lesson plans based on NCCER, OSHA, DDOT, DC Water, and PEPCO standards. Upon graduation, participants will receive a “pipe layers starter tool kit”.  |
| Cement Mason           | 10                     | Building Futures is a pre-apprenticeship to registered apprenticeship workforce partnership developed by the Community Services Agency of the Metropolitan Washington Council of the AFL-CIO to connect lower-skilled adults to the hundreds of new jobs expected in the Washington, DC area over the next five years. The workforce partnership targets basic trades with particularly high demand, including carpentry, painting, laborers, cement masons, and some electrical and new commercial building construction. (No Cost to DC Water) |



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## DC WaterWorks Program

### Stage II: Skills Training

Participants identified from Stage I will be screened for enrollment/participation in one of the following skills training programs:

| Trade                    | Number of Participants | Expected Outcome   |
|--------------------------|------------------------|--|
| Welding                  | 5                      | Suggested Partnership with the Southeast Welding Academy (SEWA). SEWA uses Certified Welding Instructors to provide classroom and hands on training to be certified welders. Training lasts approximately 4 months (640 hours). Specific training areas : Gas Metal Arc Welding, Shielded Metal Arc Welding, Flux-Cored Arc Welding, Plasma Arc Welding, and Oxy-Fuel Welding.<br>(No Cost to DC Water) Sponsorship Opportunities if more welders are needed. If additional participants are needed cost for training is \$8k per student.   |
| Maintenance/<br>Painting | 5                      | Internal Program through the Department of Facilities. Facilities has an existing partnership with Sasha Bruce and Earth Conservation Corps (ECC) through the DC Water Facilities Summer Job Partnership Program. Over the past few years the ECC corps members have worked in several areas of operations, including HVAC, Plumbing, Paint Shop and Landscaping.<br><br>*The number of participants vacillates each year, and is dependent on available funding in Facilities. Opportunities exist for WaterWorks to sponsor additional internships.  |
| Mechanic/<br>Carpentry   | Up to 20               | Suggested partnership through the DC Apprenticeship Academy. The DC Apprenticeship Academy offers apprenticeship training, or related instruction, for registered apprentices working in the construction trades. The training program is operated by the DC Students Construction Trades Foundation and is fully accredited by NCCER and the District of Columbia Apprenticeship Registration Agency. The courses are taught by certified instructors who are professionals in their trade(s): Carpentry; Concrete Form Building; Electrical; Reinforced Ironworker.<br>(No cost to DC Water) |



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## ***DC WaterWorks Program***

### **Stage III: Employment – Contractor Support**

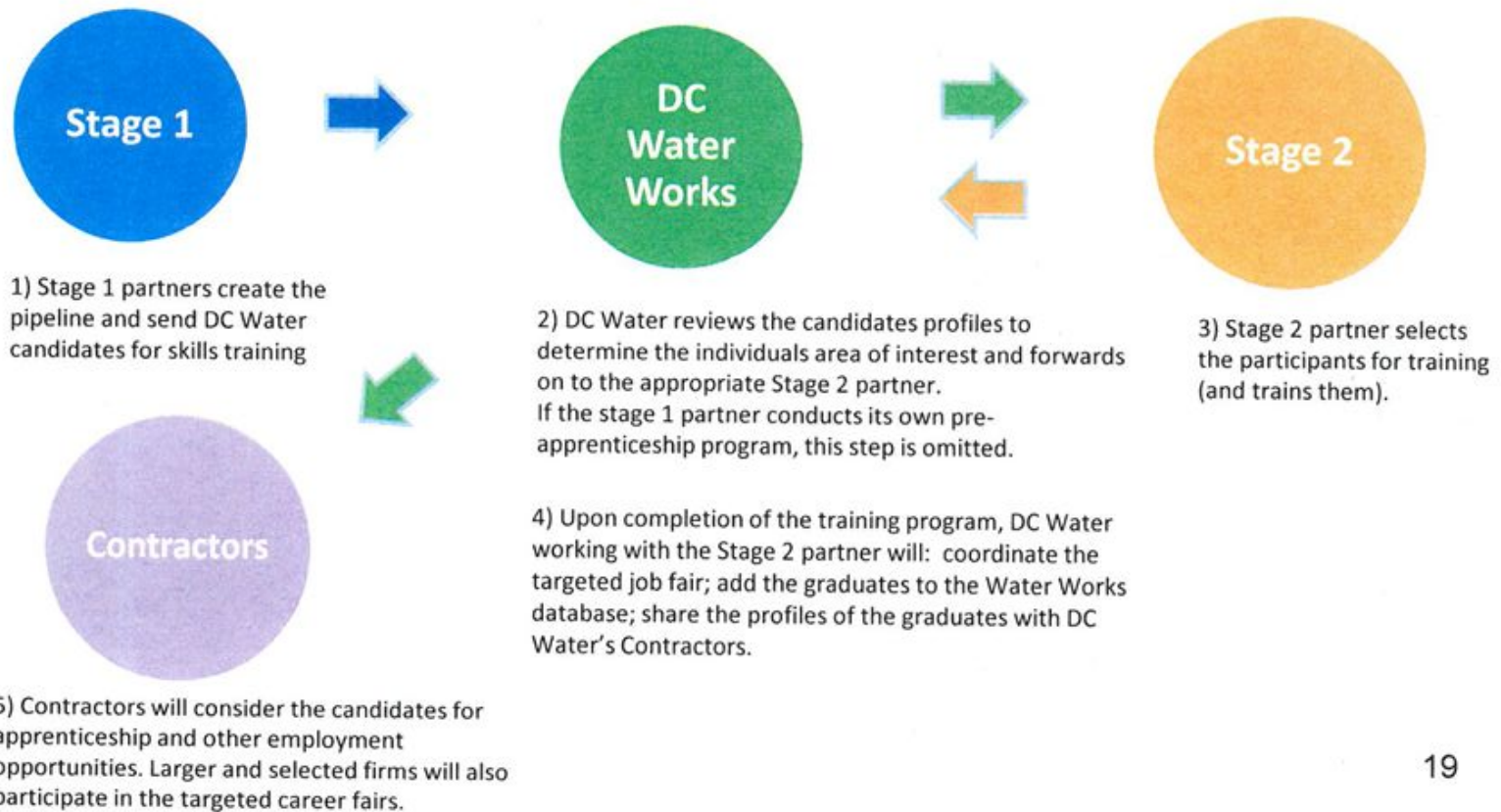
- Graduates of the Program will be entered into the Water Works Database and preferred candidates for referral for contractor employment opportunities.
- “Graduates” of Stage II will have the opportunity to participate in a targeted career fair with DC Water contractors.
- Hiring of program participants will be counted towards contractors New Hire Goals.
  - Focus will be to place the participants in apprenticeship programs.
- Much like the job referral program, DC Water Works will have a skilled laborer referral process whereby, contractors, departments, and external organizations will receive regular updates on available skilled individuals.



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# DC WaterWorks Program

## Skills Training and Placement Process





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## ***DC WaterWorks Program***

### Apprenticeship (Page 11 of the Program Document)

Apprenticeship training is an essential pathway to a productive career in the construction trades. DC Water recognizes that implementation of an Apprenticeship Utilization policy on DC Water projects is important to achieve the goals of the DC WaterWorks Program.

Accordingly, each Contractor performing an apprentice-able trade(s) on a DC Water project, and with a contract over \$500,000 shall participate in an apprenticeship program registered with its home State Apprenticeship Agency or the District of Columbia Apprenticeship Registration Agency. Apprentice-able trades include, but are not limited to:

Bricklayers Masonry  
Carpentry  
Electrical Workers  
Elevator Constructors  
Equipment Operators

Heat and Frost Insulators  
HVAC/Mechanical  
Ironworkers  
Operating Engineers  
Painters and Allied Trades Finishers

Plasterers and Cement Masons  
Roofers and Water-proofers  
Sheet Metal Workers  
Welders

Contractors will use apprentices on DC Water contracts, at a ratio of no less than one (1) apprentice to three (3) journeymen. Non-exempt Contractors will use DC Water Works as the first referral source for new candidates for its apprenticeship program.



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## ***DC WaterWorks Program***

### **Contractor Responsibilities**

#### All construction contractors and service contractors

- Submit new employment opportunities with the Job Center (unless exempted)
- Allow three (3) Business Days to make referrals of candidates
- Work with the Skills Training Provider(s) to place graduates of training program

#### Construction contractors with contracts of \$300k or greater

- Submit employment plans
- Submit monthly reports
- Participate in surveys, job fairs, additional outreach initiatives

#### Service contractors with contracts of \$100k or greater

- Submit employment plans
- Submit monthly reports
- Participate in surveys, job fairs, additional outreach initiatives



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## ***DC WaterWorks Program***

### **DC Water Responsibilities**

- Outreach and referral efforts to focus on District residents
- Water Works language is included in construction and service solicitations
- Program goals are discussed in DC Water's pre-bid meetings/ conferences
- Program goals are discussed at DC Water's post award meetings and Compliance Orientation/Trainings
- Weekly Certified Payrolls (Davis Bacon) and Quarterly Payroll data (Service Contract Act) reports are submitted via the Job Center Database.
- Monthly reports are submitted via the Job Center Database.
- Review monthly reports from contractors. Follow up with contractors.
- Run monthly reports for AGM Report input
- Run Bi-monthly reports for Governance Committee
- Run reports for Annual Report data
- Ad hoc reports run at the request of DC Water management



**Blue Drop Incorporation  
Governance Committee Meeting  
July 13, 2016**





# Blue Drop Purpose

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- Blue Drop will commercialize products and services on behalf of DC Water
- The primary objectives of Blue Drop are:
  - Provide relief from rising rates to water and sewer customers in the District of Columbia and surrounding area
  - Commercialize products and services related to water, and
  - Improve the state of the water sector by sharing knowledge and expertise



# Blue Drop Benefits

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- Spinoff of DC Water – nonprofit LLC to support ratepayer relief
- Singular, focused umbrella for existing revenue generating activities and staff at DCW
- Nimble entity because of size and scope
- Better positioned to bring products and services to market and compete with the private sector



# Blue Drop Benefits

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- 💧 Transparency of income and expenses
- 💧 Limited ratepayer risk and liability to DCW
- 💧 Three-year timeframe for launch and proof of concept
- 💧 Use existing staff time and a small cash investment to launch



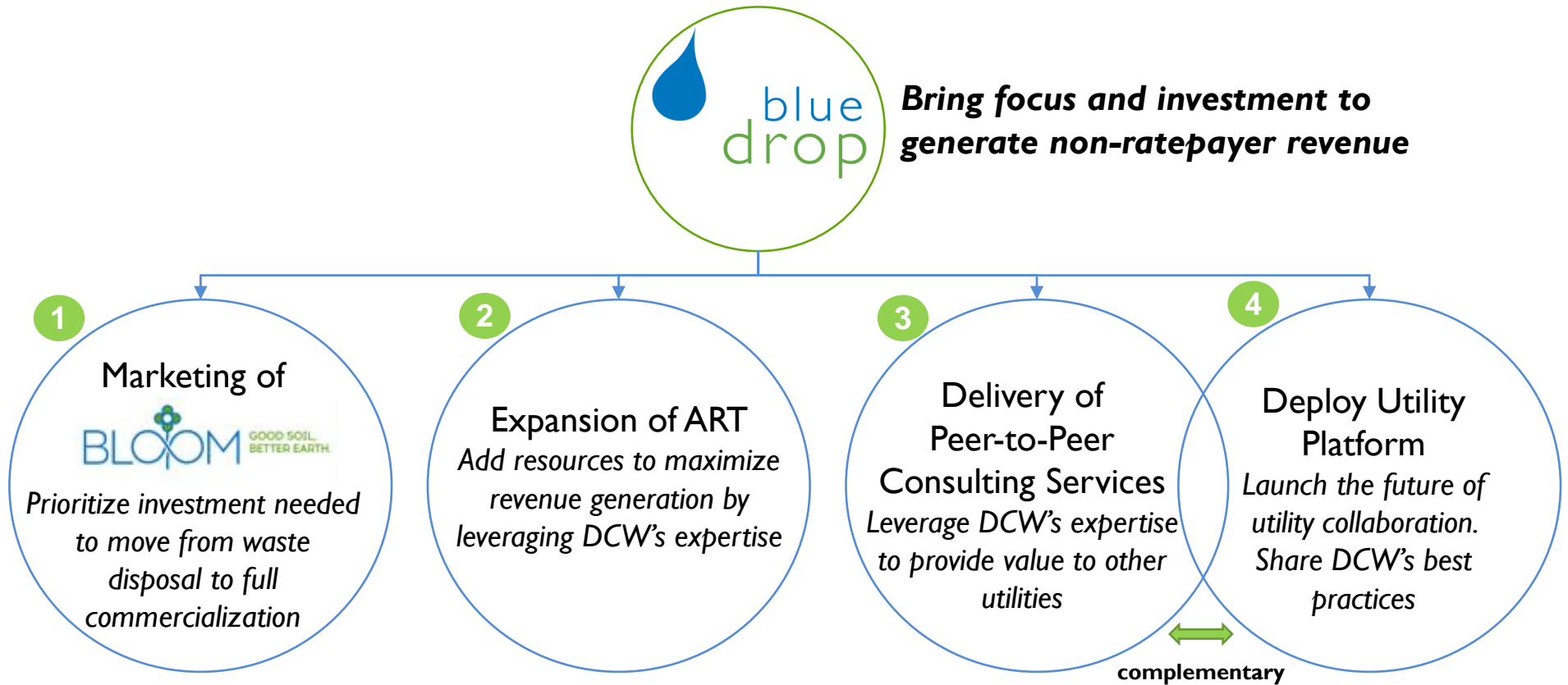
# Blue Drop Governance

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- DC Water is the sole initial member
  - CEO/GM is member representative, voicing the will of the DC Water BOD
  - Periodic progress reports to Governance Committee/Budget and Finance Committee as determined
- Blue Drop has a manager – DC Water Chief Marketing Officer
  - Responsible for day-to-day operations
  - Fiduciary responsibilities outlined in operating agreement
- Blue Drop Board of Directors
  - CEO/GM – Chair
  - Remainder – TBA
    - Involvement from parties outside of DC Water: business community, utility sector

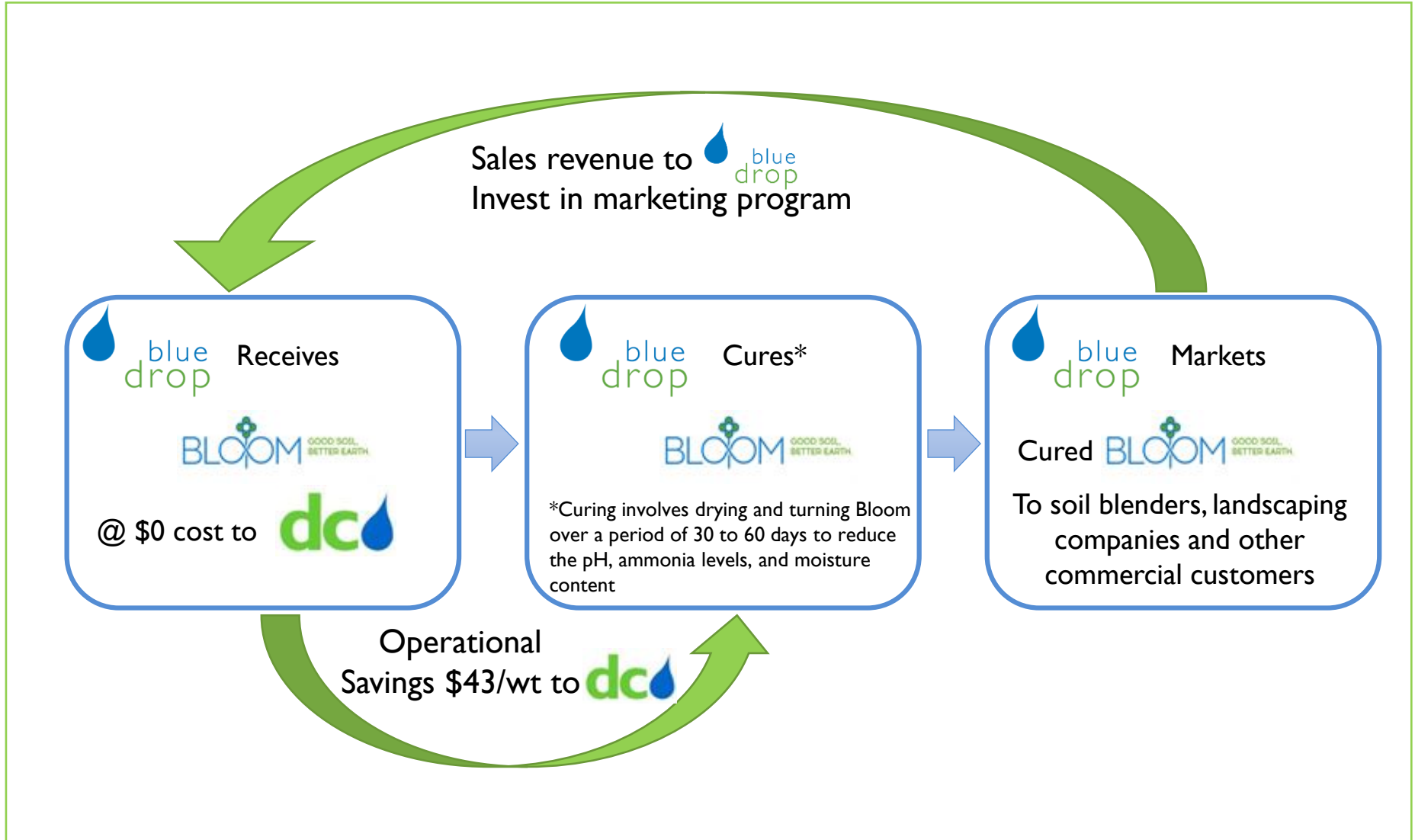


# Blue Drop Activities





# 1 Blue Drop Arrangement for Bloom™





## 2 ART Expansion

- Blue Drop will expand ART in these areas:
  - Nitrogen and phosphorous removal
    - Nitrification testing
    - Novazyme partnership for technology development
  - Digester testing and commissioning assistance
  - Expert panels
- Proposals have been submitted to St. Louis Metropolitan, Shelby North Carolina, and Howard County MD



## 3 Peer to Peer Consulting

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### External Affairs

- Branding
- Customer Outreach
- Lead

### Fleet Operations

### Security

### Consent Decree / Green Infrastructure





## 5 Utility Portal

- The portal will serve to market Blue Drop's consulting services to other utilities, and to retain experts from outside of DC Water to do some of the work
- Most of the investment will be financed through a partnership with a technology vendor and private sector firm